

Ivanhoe Neighborhood Plan

Ivanhoe's Mission:

Building a clean, beautiful, safe, and thriving neighborhood.

Ivanhoe's Vision:

A Thriving Community

Finalized April 2005

**Ivanhoe Neighborhood Council
3210 Michigan
Kansas City, Mo 64109
(816) 921-6611**

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RESOLUTION NO. 051125

Recognizing the Ivanhoe Neighborhood Plan as the Ivanhoe Neighborhood Council's guide for future development and redevelopment for that part of Kansas City, Missouri, that is generally delineated on the north by 31st Street, on the south by Brush Creek, on the east by Prospect Avenue and on the west by Paseo Boulevard.

WHEREAS, the Ivanhoe Neighborhood Council has conducted a study delineating the characteristics of the Ivanhoe Neighborhood Plan study area; and

WHEREAS, said study provides a guide for future development and redevelopment of the area, for specific and general policies to guide future decisions, and for identification of public and private needs throughout the district and possible solutions to those needs; and

WHEREAS, public notice of the hearing on the Ivanhoe Neighborhood Plan before the City Plan Commission was published on August 22, 2005; and

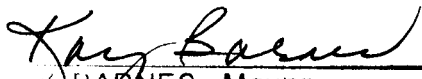
WHEREAS, after all interested persons were given an opportunity to present testimony, the City Plan Commission considered and recommended approval of the Ivanhoe Neighborhood Plan on September 6, 2005; NOW, THEREFORE,

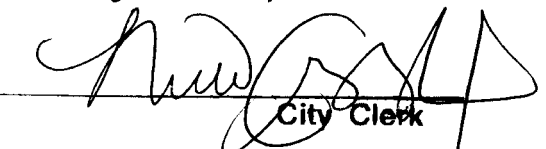
BE IT RESOLVED BY THE COUNCIL OF KANSAS CITY:

That the Ivanhoe Neighborhood Plan is hereby recognized as the Ivanhoe Neighborhood Council's guide for the future development and redevelopment for that part of Kansas City, Missouri, that is generally delineated on the north by 31st Street, on the south by Brush Creek, on the east by Prospect Avenue and on the west by Paseo Boulevard. A copy of the Ivanhoe Neighborhood Plan is attached hereto, in substantial form.



Authenticated as **Passed**


BARNES, Mayor


City Clerk

DATE PASSED **SEP 15 2005**

EXECUTIVE SUMMARY

In the plan that follows, the case is made that the current Ivanhoe residents, with the appropriate partners and resources, are equal to the task of restoring their community. The arguments are both politically emotive and logically demonstrative. In forming the rational basis for these arguments, three key principles are followed:

1. all residents deserve to be heard equally
2. current resident needs must be addressed ahead of non-resident needs
3. Ivanhoe, while being one community in a city of communities, must nevertheless not wait on outside participation to take action regarding its own improvement.

No extraordinary needs or burdensome expectations are included in this plan. Instead, the concerns within represent needs that are consistent across all neighborhoods in every corner of our metropolis. What is extraordinary about Ivanhoe are the challenges that exist. In Ivanhoe:

- 33% of residents have no vehicle
- 71% of residents never went beyond high school
- mothers are more than twice as likely than the rest of the city to suffer infant mortality
- 43% of our youth live below the poverty level
- population has declined by 22% since 1990
- median annual household income is just over \$19,000
- median homeowner-occupied home value is just over \$23,000
- only 45% of homes are owner occupied
- roughly 40% of Ivanhoe is populated by vacant lots or abandoned buildings

In response to these needs, the community – concerning safety, housing and jobs – collectively developed clear priorities. Every recommended policy and strategy is reflective of these needs. As a result, the citizens of Ivanhoe call for the following list of policies:

- address the needs of current Ivanhoe residents
- provide activities for our youth – preferably that create opportunities for their futures
- place increased priority on funding residential rehab projects – not just new housing
- protect the aesthetic appeal of the community
- create sustainable and equitable job opportunities
- pursue every possible avenue of crime prevention
- transfer vacant property to community control
- demand community participation in development activities
- remove businesses that are not compatible with these policies

Attached to the plan in its appendices are documents that describe further the history and needs of Ivanhoe and that detail current steps being taken to address those needs.

The ultimate tone and message of this plan is intended as one of hope and aspiration. Together, Ivanhoe's residents and partners will transform these blighted city blocks into ***A Thriving Community***.

INTRODUCTION: Principles

When the process of bringing together this plan began, we did not know the difference between a neighborhood plan, a master plan and an area plan. We knew only that it was time for Ivanhoe to move our community to the next level of self-determination.

In the intervening months, we have met extensively with the community, taken surveys, performed polls, and spoken with developers, business owners, renters, homeowners, ministers and youth. What we have learned could never fit entirely within any one document. Principles emerged, however, and it is these that this plan seeks to reproduce.

These principles guide the Ivanhoe Neighborhood Plan:

- 1. Equality Of Residents.** The concerns of all Ivanhoe residents are weighed equally. There are many residents -- homeowners and renters, senior and youth, single and married, male and female, affluent and impoverished -- and none deserve primacy over another.
- 2. Hierarchy Of Priority.** The interests of current Ivanhoe residents will be considered before the interests of future Ivanhoe residents. Likewise, the interests of the many will be considered before the interests of the few. Finally, the interests of residents must be weighed more heavily than the rights of businesses and their owners. This principle is not in conflict with the first because the first refers to current residents while this refers to potential residents.
- 3. Independence Within The Community.** When given access to the appropriate resources, no group or individual is better prepared to provide for the needs or governance internal to the community than the community itself. Any program, ordinance, regulation or organization should have the increased self-determination and independence of its constituents as a core value and outcome.

When viewed as a whole, these principles reveal a renewed sense of ownership and pride that Ivanhoe must continue to build upon. Every proposed policy, ordinance and agreement in this document has been measured against the collective values expressed by the Ivanhoe residents. We thank the city, our community partners, our funders and most importantly, our residents in bringing this vision of a thriving community to fruition.

INTRODUCTION: Priorities

It is inescapably clear that the issues Ivanhoe residents want to see addressed are:

1. Crime & Safety
2. Housing
3. Business & Employment

This information was gathered and verified at each of the community meetings. Initially, it was collected anecdotally in groups while moderators took notes on a whiteboard. Afterwards, it was collected via survey and by polling community members. To the taskforce developing this plan, this indicated quite lucidly that any master plan that was to be worthy of our citizenry must address, in some manner, these issues. Ultimately, each community has its own unique issues that affect neighborhood livability. Because of this, we specifically define those issues we would see addressed in the paragraphs below.

Key Issues

- Crime & Safety issues identified by community focus groups include concerns about drug activity, police response times, police community involvement, the feeling of security when walking through the community, and the sense of safety for children playing outside.
- Housing issues of concern that were identified by the community include the rehabilitation of existing housing stock, the development of new housing and its affects on existing property valuation, the timely demolition of dangerous buildings, the remediation of blighted properties, and the entrance of new homeowners to the area.
- Business & Employment concerns expressed by the community include bringing a new grocery store (or improving the existing one), attracting a bank to the neighborhood, commercial development along key intersections, the creation of new jobs in the community, and establishment of new businesses.

INTRODUCTION: Plan Purpose, Sponsor and Boundaries

The Ivanhoe Neighborhood Plan will:

- *Outline the vision that Ivanhoe residents have for their community*
- Serve as the “plan of record” for the Ivanhoe neighborhood.
- Serve as a guide for development and investment in the community.
- Lay forth a plan for self-determination through which Ivanhoe will be empowered to make the changes necessary to ensure that Ivanhoe continues to be a thriving community.

Plan Sponsor:

- *Ivanhoe Neighborhood Council is the chief sponsor of this plan*
- The planning process promotes opportunities for people to get to know each other, celebrates the neighborhood’s history, and reflects the neighborhood’s identity.
- A strong sense of community creates a neighborhood where people know and care about each other. It is a safer place to live.
- Ivanhoe Neighborhood Council takes this responsibility seriously.

Plan Boundaries:


- Ivanhoe represents the area bounded on the north by 31st Street, on the south by Brush Creek, on the east by Prospect Avenue and on the west by Paseo Boulevard.

- In adopting this plan, the City Council of Kansas City recognizes the Ivanhoe Neighborhood Council as the only official “agent”, “neighborhood association” and **“advocate of record”** for the residents.
 - The “advocate of record” terminology is specifically used throughout this plan to refer to the Ivanhoe Neighborhood Council. It is implemented here because every development project has various agents of record responsible for the different pieces of a development project. It is the opinion of Ivanhoe residents that it would be the unconscionable behavior of contractors or developers to begin a publicly funded project without having community representation at the table. It is unacceptable to “invite” the community to comment on a plan **after** the developer has already determined the scope, location and purpose of the project. In the interest of timeliness and cost effectiveness, an advocate, whether agency or individual, should be available to work with the developer from the beginning of the process to ensure that it matches the unique needs and interests of the community. This agent, for the purposes of this plan, shall be referred to as the “advocate of record”. The community, on principle, should unilaterally oppose any development that does not make use of such an agent. The residents’ needs must be heard and considered.
 - **A Note On Developer Partnerships.** Such strong language would certainly be remiss to not include solutions. Ivanhoe anticipates that its clear stance on issues and projects throughout this plan will be used in a marketing effort to drive appropriate development. Ivanhoe wants to partner with developers and aid them in their requirement to be profitable. More on this is described in the Implementation section.

Ivanhoe Neighborhood Plan



City Context Map

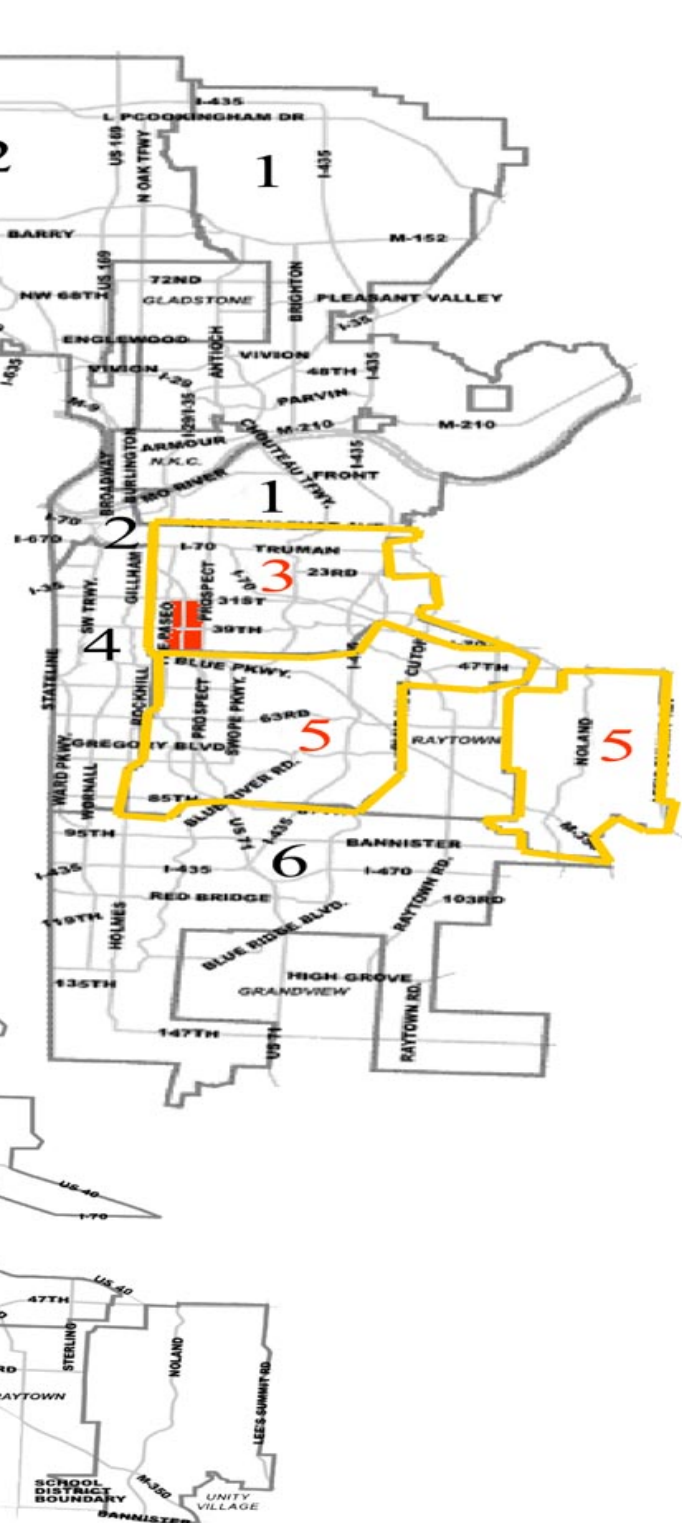
-  Streets
-  Council District Boundaries
-  Ivanhoe Neighborhood Boundaries

City Council Districts

3rd District

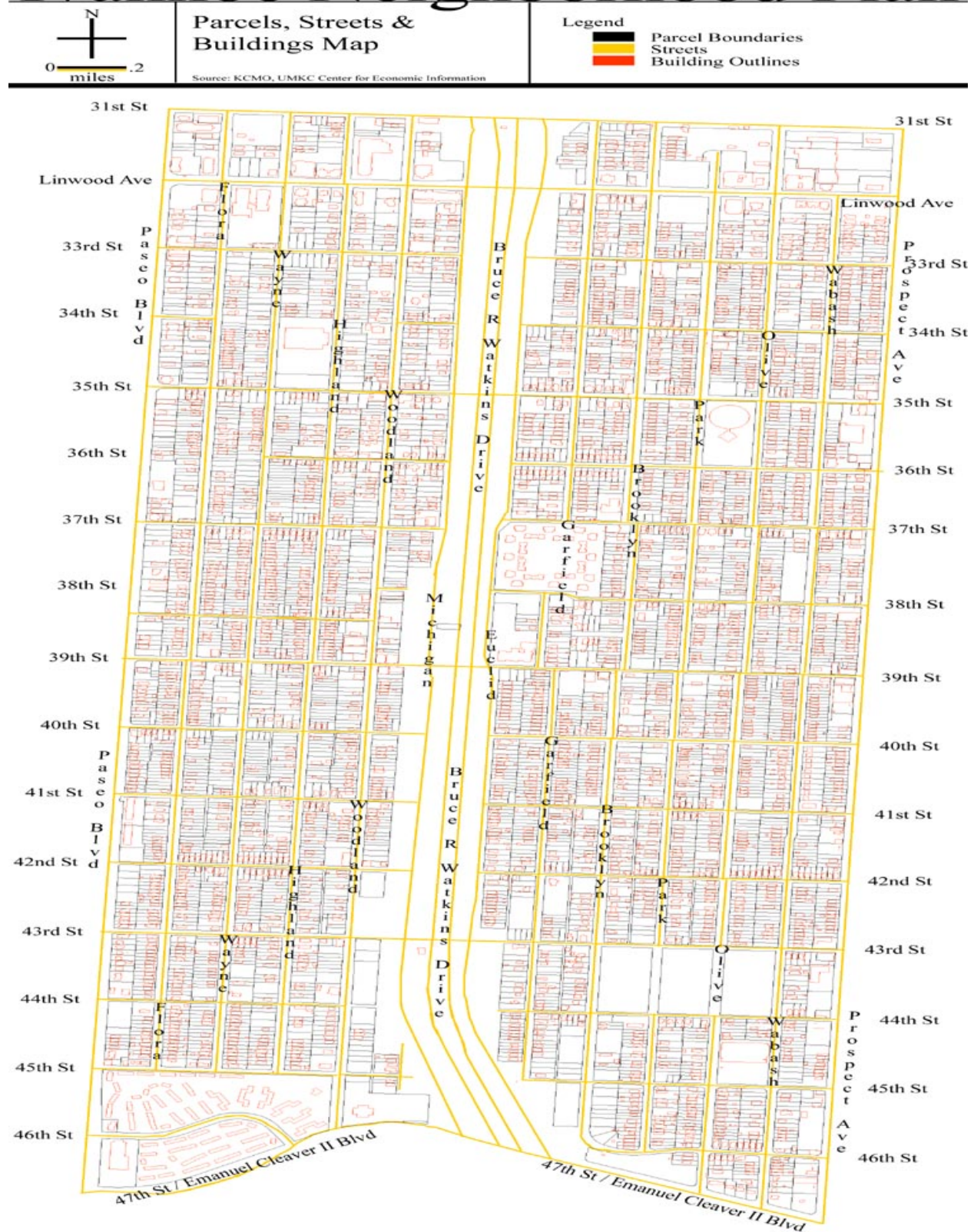


5th District



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Ivanhoe Neighborhood Plan



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INTRODUCTION: Process Overview

Ivanhoe used the FOCUS planning model when developing this master plan. Our intention was to create a neighborhood plan that reflected the needs and desires of the community. Following the FOCUS model, with its demands for rigorous resident involvement, its regimented structure and a proven track record of planning in this region, has given us the assurance that our intentions were met. Below is a brief overview of this process.

- The idea for a plan came in July 2003 when we received encouragement from our City Council representatives to pursue the development of a neighborhood plan for Ivanhoe.
- A group consisting of both community residents and community partner organizations convened to determine how this plan would be developed.
- This steering committee coordinated a community meeting in October 2003 that introduced the concept of a master plan to residents and partners alike. The planning process officially began.
- The taskforce established to move this plan forward has reconvened the community on multiple occasions to share the development of the plan and to receive further instruction in its content and language. In total, the taskforce met with the community as a whole or with focus groups and taskforce members more than 30 times. The FOCUS requirement is three.
- Residents have been consistently challenged to engage the planning process with open minds and expansive vision.
- It is from these sessions that the principles upon which this plan is founded emerged.
- Even as the community wrestled with the issues at stake, the taskforce worked tirelessly to research demographic, transportation, governance, housing, resource, safety and living conditions data. This information has been key in assessing where we are as a community and where improvements should be mandated by this plan.
- The taskforce also spent considerable time poring over the volumes of existing plans that directly involved Ivanhoe and its bordering communities. No plan can be legitimate that fails to take into account the larger context of its existence.
- Many community organizations and CDCs were called upon to review this plan, to comment, and to make suggestions. You will find their signatures below indicating their support.

What has resulted is a subtle mixture of master planning and community governance recommendations. The process through which we arrived at this point illuminated the need for both policy change and systemic change. Indeed, following the FOCUS model with its mandates for inclusivity of community interests has led us to a quite focused plan.

INTRODUCTION: Signing Partners

Ivanhoe recognizes that our success is not entirely born of our own efforts. In paying homage to the partners that have worked with us to this point, we offered them a first-hand opportunity to review our plan and add their organizational signatures of support.

Ivanhoe Neighborhood Council's Signing Partners include:

- Front Porch Alliance

- Applied Urban Research Institute (AURI)
- Brush Creek Community Partners (BCCP)
- CDC of Kansas City
- Habitat for Humanity
- Kansas City, MO. Planning Department
- Kansas City Neighborhood Alliance (KCNA)
- Maternal & Child Health Coalition (MCHC)
- Mid-America Regional Council (MARC)
- Prospect Corridor Initiative
- Swope Community Builders
- University of Missouri, Kansas City (UMKC) - Center for Economic Information
- UMKC - Center for the City
- UMKC - Cookingham Institute of Public Affairs

IVANHOE TODAY: Demographics

This section provides an overview of Ivanhoe's key demographic characteristics. This data was used in the planning process to verify that concerns referenced anecdotally by the community were substantiated by objective data. In nearly all cases, the collective wisdom of the community was quite accurate. All data presented represents changes from the 1990 Census to either the 2000 Census or 2004 American Community Survey data, whichever is available and most current.

Location

- Ivanhoe is served by 4 zip codes: 64109, 64110, 64128 and 64130
- Seven census tracts cover the area; three of them (54, 55, and 62) are entirely in the area while 4 of them (52, 53, 63 and 64) extend outside of the neighborhood to Troost.
- Population declines have led to the consolidation of Census block group boundaries from 21 in 1990 to 11 in 2000.
- Significant boundary changes in block group definition occurred in Census Tract 63 and Census Tract 54 impeding the calculation of change in block group territories.

Population

- From 1990 to 2000, the total population of Ivanhoe fell from 9,939 to 7,738, a decline of more than 17%. It has since rebounded slightly to 7,816.
- If you count the blocks adjacent to Brush Creek then the decline amounts to more than 22%.
- The Census Block Groups with the sharpest decline were the ones bordering on Prospect.
- All of these block groups lost more than a quarter of their population between 1990 and 2000.
- The least decline occurred in the northwest part of the neighborhood in the area north of 39th Street to 31st Street.
- Examining broad age cohorts, the sharpest population decline occurred in the 18-24 age group, which was less than one-half its size in 1990.
- Once young people come of age, they leave the neighborhood.
- The grade school population 5-17 actually grew during this time period by 2.5%.

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- The youngest cohort, children under the age of 5, declined by 34%.
- The other cohorts 24-44, 45-64 and 65 and older; all declined by 10 to 20%.

Neighborhood Stability

- 52% of the population 5 and older lived in the same house in the year 2000 as they did 5 years ago.
- In 1990, over 60% had lived in the same house they did 5 years ago.

School Enrollment

- In 1990 there were 1,761 children enrolled in public or private K-12 schools.
- By the year 2000 there were 1,932 children in K-12 schools, a net increase of 9.7%.
- This is a very dramatic increase compared to the total population loss during the same period, although there is a demographic blip in this cohort. It probably also reflects a decrease in the dropout rate.

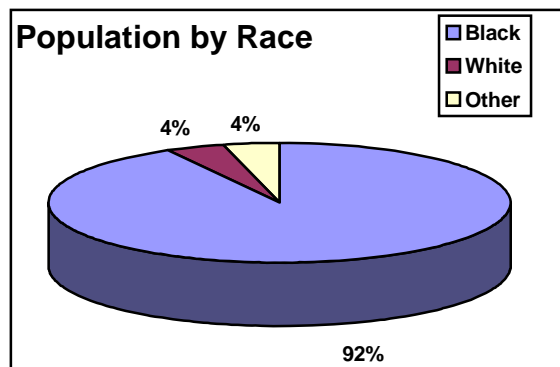
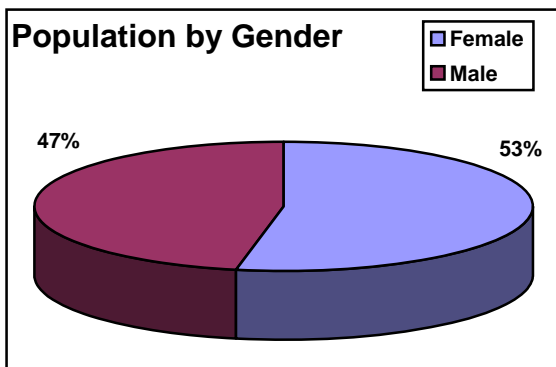
Income & Earnings

- The number of workers age 16 and older was 3,203 in 1990 and 2,441 in 2000 representing a decline of 24%.
- Even though the population dropped in the neighborhood, total income available to be spent rose in constant dollar terms by 18%, from 92 million to 109 million. On a per capita basis this was a rise of 42%.
- Total wages and salary income fell by 9.9% but rose by 8.7% on a per capita basis.
- Public assistance income fell; while retirement income, social security income and returns from wealth (dividends, interest, and rent) all rose.
- Returns from wealth grew at an amazing 571%.
- Ivanhoe started the 1990s at a very low point in terms of income and earnings. This growth is significant because the area should now be able to better support commercial establishments. This is evidence of stabilization.
- The average annual family income in Ivanhoe is \$36,630. The median annual family income in Ivanhoe is \$23,537.

Total Population: 7,816

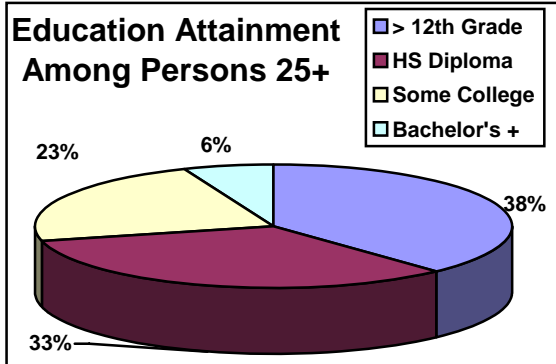
Comparison Data

Kansas City MSA: 1,776,062
United States: 281,421,906



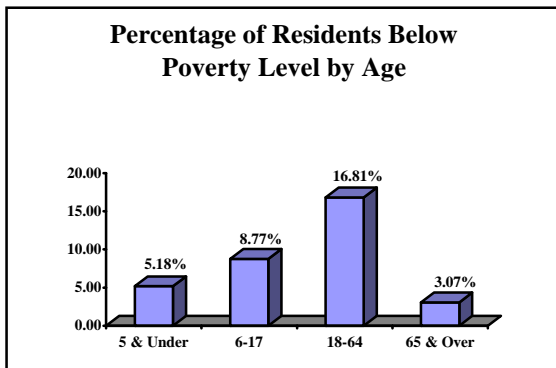
Comparison Data

- Kansas City MSA
 - Male: 49%
 - Female: 51%
- United States
 - Male: 49%
 - Female: 51%



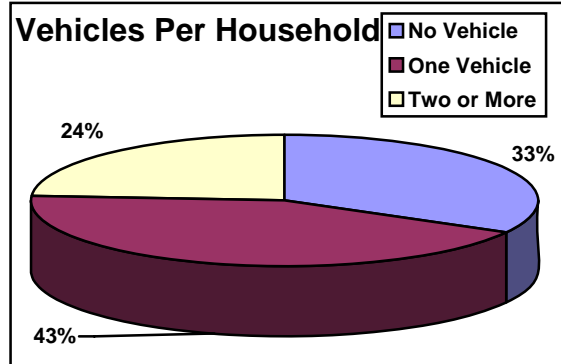
Comparison Data

- Kansas City MSA
 - Less Than 12th Grade: 13%
 - High School Diploma (or equivalency): 28%
 - Some College: 30%
 - Bachelor's Degree or Higher: 29%
- United States
 - Less Than 12th Grade: 20%
 - High School Diploma (or equivalency): 29%
 - Some College: 27%
 - Bachelor's Degree or Higher: 24%



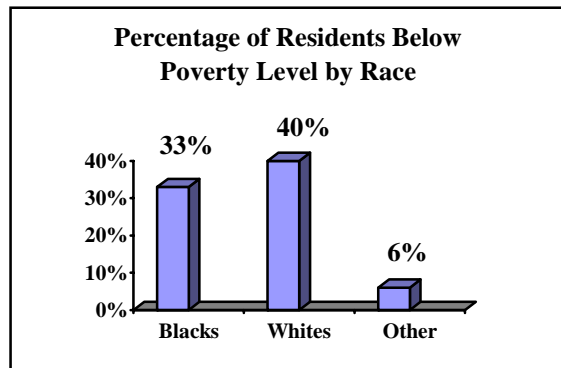
Comparison Data

- Kansas City MSA
 - Black: 13%
 - White: 81%
 - Other: 6%
- United States
 - Black: 12%
 - White: 75%
 - Other: 13%



Comparison Data

- Kansas City MSA
 - No Vehicle: 7%
 - One Vehicle: 33%
 - Two or More Vehicles: 59%
- United States
 - No Vehicle: 10%
 - One Vehicle: 34%
 - Two or More Vehicles: 55%

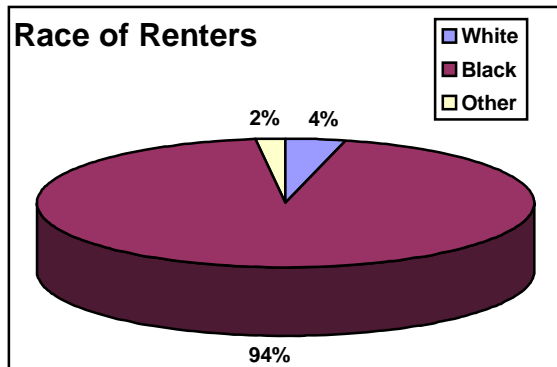


Comparison Data

- Ivanhoe
 - Percentage of Total Population Living Below Federal Poverty Line: 33.8%
- Kansas City MSA
 - Percentage of Total Population Living Below Federal Poverty Line: 8.4%
 - Ages 5 and Under: 1.1%
 - Ages 6 thru 17: 1.9%
 - Ages 18-64: 4.6%
 - Ages 65 and Over: .8%
- United States
 - Percentage of Total Population Living Below Federal Poverty Line: 12.4%
 - Ages 5 and Under: 2.8%
 - Ages 6 thru 17: 1.5%
 - Ages 18-64: 6.9%
 - Ages 65 and Over: 1.2%

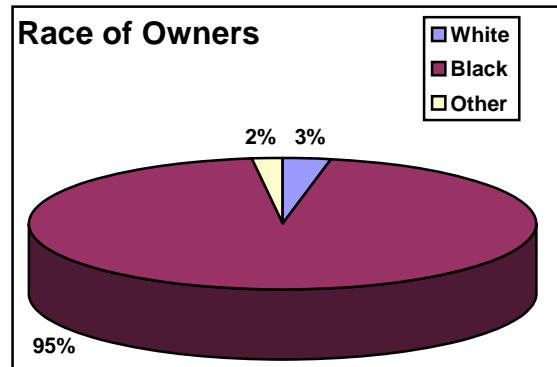
Comparison Data

- Kansas City MSA
 - Blacks: 23%
 - Whites: 6%
 - Other: 15%
- United States
 - Blacks: 25%
 - Whites: 9%
 - Other: 20%



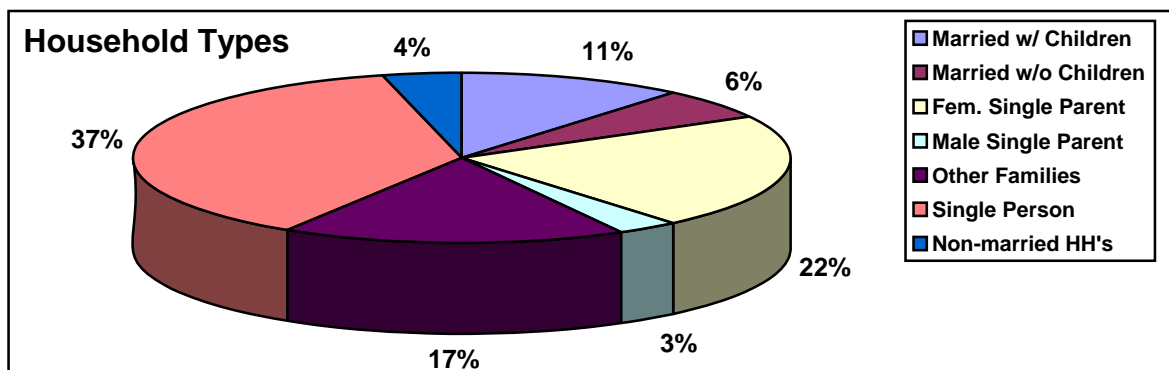
Comparison Data

- Kansas City MSA
 - Black: 20%
 - White: 73%
 - Other: 7%
- United States
 - Black: 18%
 - White: 67%
 - Other: 15%



Comparison Data

- Kansas City MSA
 - Black: 9%
 - White: 88%
 - Other: 3%
- United States
 - Black: 8%
 - White: 86%
 - Other: 6%



Comparison Data

- | | |
|--|--|
| <ul style="list-style-type: none">• Kansas City MSA<ul style="list-style-type: none">○ Married w/ Children: 24%○ Married w/o Children: 28%○ Female Single Parent: 7%○ Male Single Parent: 2%○ Other Families: 6%○ Single Person: 27%○ Non-married Households: 6% | <ul style="list-style-type: none">• United States<ul style="list-style-type: none">○ Married w/ Children: 24%○ Married w/o Children: 28%○ Female Single Parent: 7%○ Male Single Parent: 2%○ Other Families: 7%○ Single Person: 26%○ Non-married Households: 6% |
|--|--|

Source: Frisch 2004 “Analysis of 2000 Census Data for Ivanhoe Block Groups”

IVANHOE TODAY: Existing Assets

Within Ivanhoe, there are several key assets that the community has identified. These assets must be enhanced where possible and protected where necessary. Of all the physical assets mentioned, three themes were regularly repeated and deserve mention.

- *Green space and parks.* Most commonly discussed was the lack of useable green space and parks. There are plenty of vacant properties throughout Ivanhoe, but they are not used in a way that benefits the community. This presents a huge opportunity.
- *Public institutions.* Another of the recurring asset themes was that of public institutions such as community centers, health clinics and educational centers. Of all such institutions that were mentioned by name, very few (local churches, Mohart FOCUS Center and the Harold Thomas Center) are actually located within Ivanhoe.
- *Commercial developments.* Finally, the community considers its commercial developments to be considerable assets. While further development is called for, such requests are not seen as being at the expense of existing developments. Some of the businesses mentioned include the Linwood Shopping Center, local body shops and grocery stores. As with the public institutions, many of the entities mentioned are not within Ivanhoe.

IVANHOE TODAY: Housing

- The total number of housing units in Ivanhoe declined by 12.9% and occupied housing units declined by 10.3%.
- Owner-occupied units declined by 8.4%, rental units declined by 11.8% and vacant units declined by 23.7%.
- In 1990 there were 3,426 occupied housing units and in 2000 there were 3,073.
- Since population dropped faster than occupied housing units, there was a net drop in population per housing unit (or a reduction in over-crowding).
- There was a net increase in the number of owner-occupied units in portions of Census Tract 52 (Northwest part of Ivanhoe).
- Vacancy rates rose in Census Tract 63 (Southeast part of Ivanhoe).
- Single family homes declined by 10.1%.
- Owner-occupied single-family homes declined from 1,403 to 1,302, or 7.2%.

- Even in the 2000 data, over half of the units were in structures built before 1950.
- In the area surrounding Ivanhoe, 42.5% of all mortgages applied for in 2002 were denied.
- In addition, 70.25% of all home improvement loans applied for in Ivanhoe were denied.
- The curbs and sidewalks in Ivanhoe are in poor condition; this is true of the entire city.
- The median value of owner occupied housing across Ivanhoe in 1989 (1990 Census) is estimated to be \$27,150 in constant (1999) dollars.
- From the 2000 census, the estimate for median owner occupied housing value increases to \$33,697. This represents a strong gain over inflation.

IVANHOE TODAY: Land Use & Zoning

Land Use

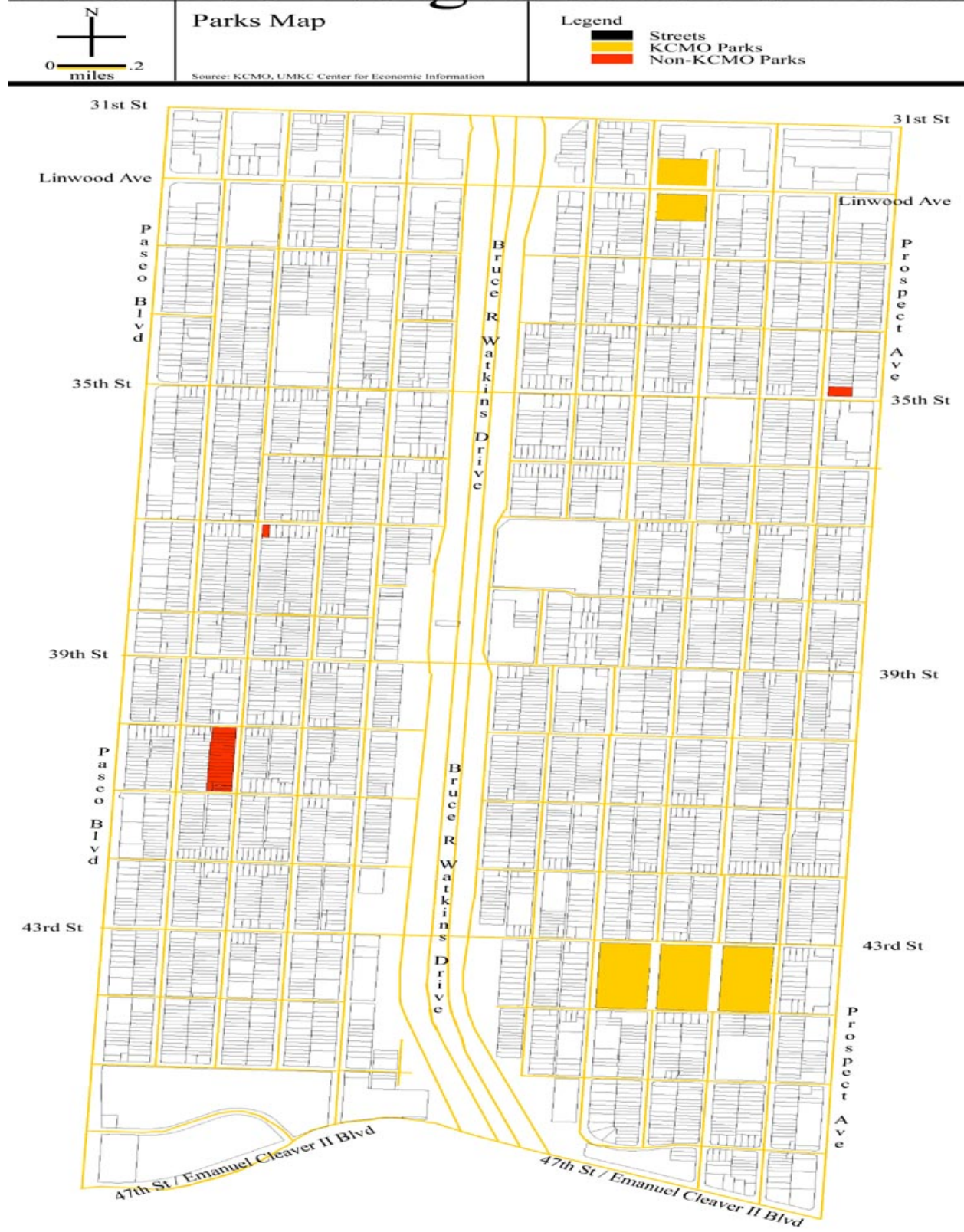
Two city parks currently exist in the neighborhood's boundaries:

- Sanford Brown Park is located on both the north and south sides of Linwood between Brooklyn and Park. It is 3.09 acres in size and includes one baseball diamond.
- Ivanhoe Park is bounded by 43rd on the north, 44th on the south, Brooklyn on the west and Wabash on the east. It is 11.56 acres in size and includes two baseball diamonds.

Additional parks exist; however, they were developed by the community, not by the city. The next map demonstrates this.

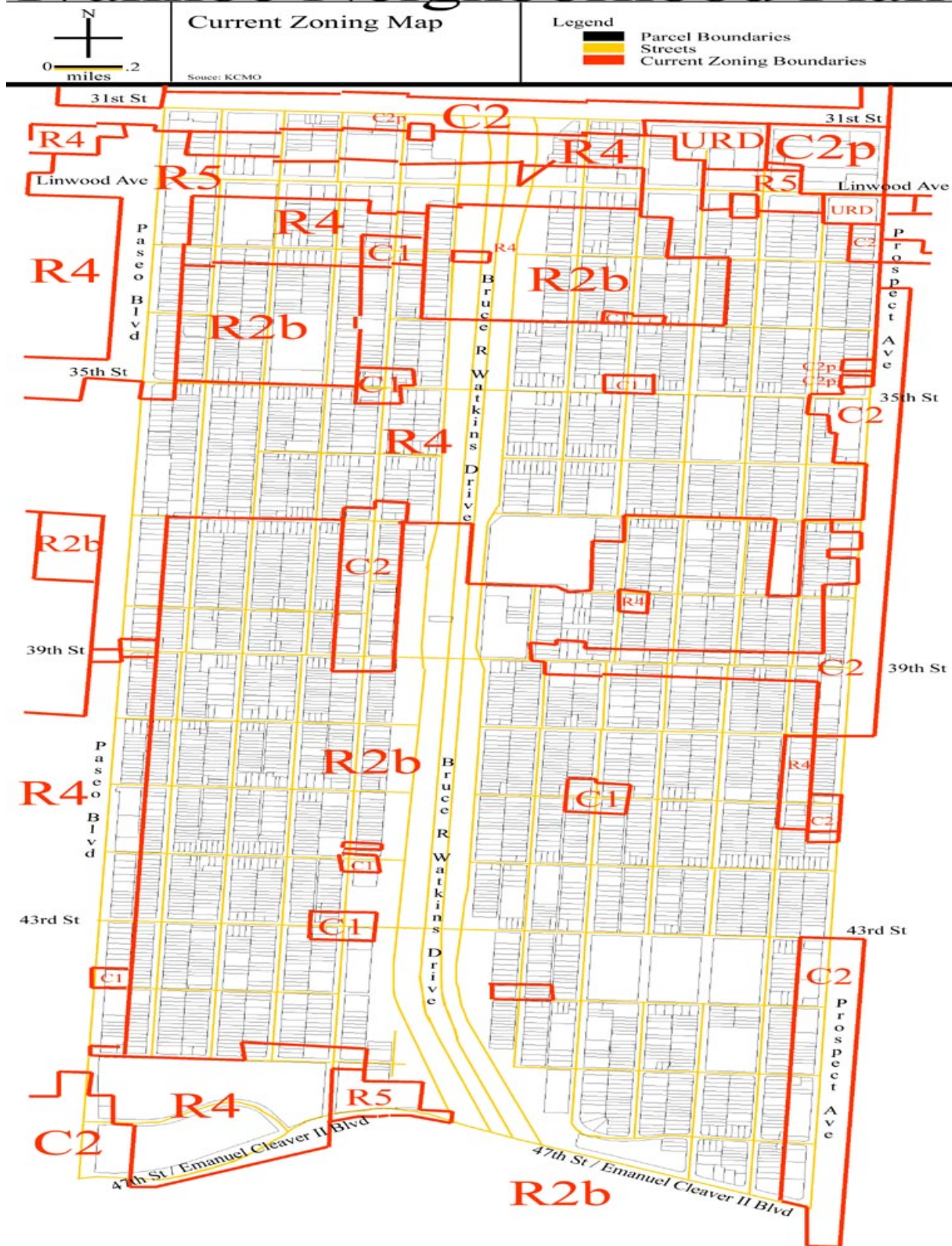
Roughly 40% of the land in Ivanhoe is vacant or abandoned. This is at once a great travesty and an incredible opportunity. Following maps show existing zoning, land use and vacant lots.

Ivanhoe Neighborhood Plan



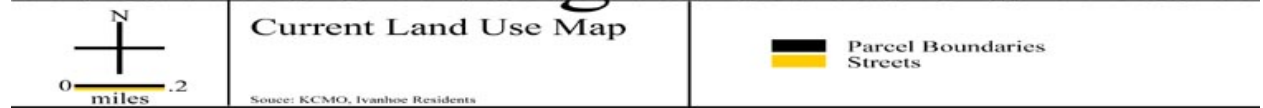
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Zoning

Current zoning districts within Ivanhoe include:

- **R2b** - Two-family dwelling district.
- **R3** - Low apartments, low density.
- **R4** - Low apartment district.
- **R5** - High apartment district.
- **C2** - Local retail business district.
- **C2p** - Local planned retail business district.
- **URD** - Urban redevelopment district.

The majority of the interior of Ivanhoe is currently zoned R2b (Two Family Dwelling District) or R4 (Low Apartment District). The R4 areas have mostly developed with single-family homes and duplexes rather than apartment buildings. The boulevards that border Ivanhoe — Linwood Boulevard and the Paseo Boulevard — tend to be zoned R4 or R5 (high apartments). Though the City has planned for the much of the Boulevard System to accommodate higher density residential uses, the preponderance of development has been in lower density residential uses. Most variations in zoning occur along the major streets that form the exterior boundaries of the neighborhood.

Areas with inconsistent zoning include:

- Along Paseo, the zoning is R5 (High Apartment District) from Linwood to 35th Street, R4 (Low Apartment District) from 35th to 45th Streets, and C2 (Local Retail Business District) from 45th Street to Emmanuel Cleaver II.
- Along Prospect, the zoning is predominantly C2 (Local Retail Business District). The exceptions are 40th to 43rd Streets, which are residential, and at the intersection with Linwood, which also includes areas of URD zoning.
- The northern border (formed by Linwood) is primarily R5 (High Apartment). The one-block radius of the Linwood and Prospect intersection is C2p (Local Planned Business Center) or URD.
- The southern border (formed by Emmanuel Cleaver II Blvd.) is primarily R2b, except where it intercepts Paseo and Prospect (where it becomes C2), R4 between Flora and Woodland, and one area of R5 (High Apartment) between Woodland and Bruce R. Watkins.

Commercially zoned areas include:

- Woodland has C1 (Neighborhood Retail Business) at the intersections with 33rd, 35th, 42nd and 43rd Streets and C2 (Local Retail Business) from 37th to 39th Streets.
- 39th Street has C1 (Neighborhood Retail Business) at its intersection with Paseo and C2 (Local Retail Business) from Garfield to Prospect.
- Significant areas of R4 (Low Apartment District) also exist at the area from Flora to Highland, just south of Linwood to 33rd, the east side of Wabash from 40th to 41st, and the area from Euclid to just west of Brooklyn between 37th and 38th.

Ivanhoe Neighborhood Plan

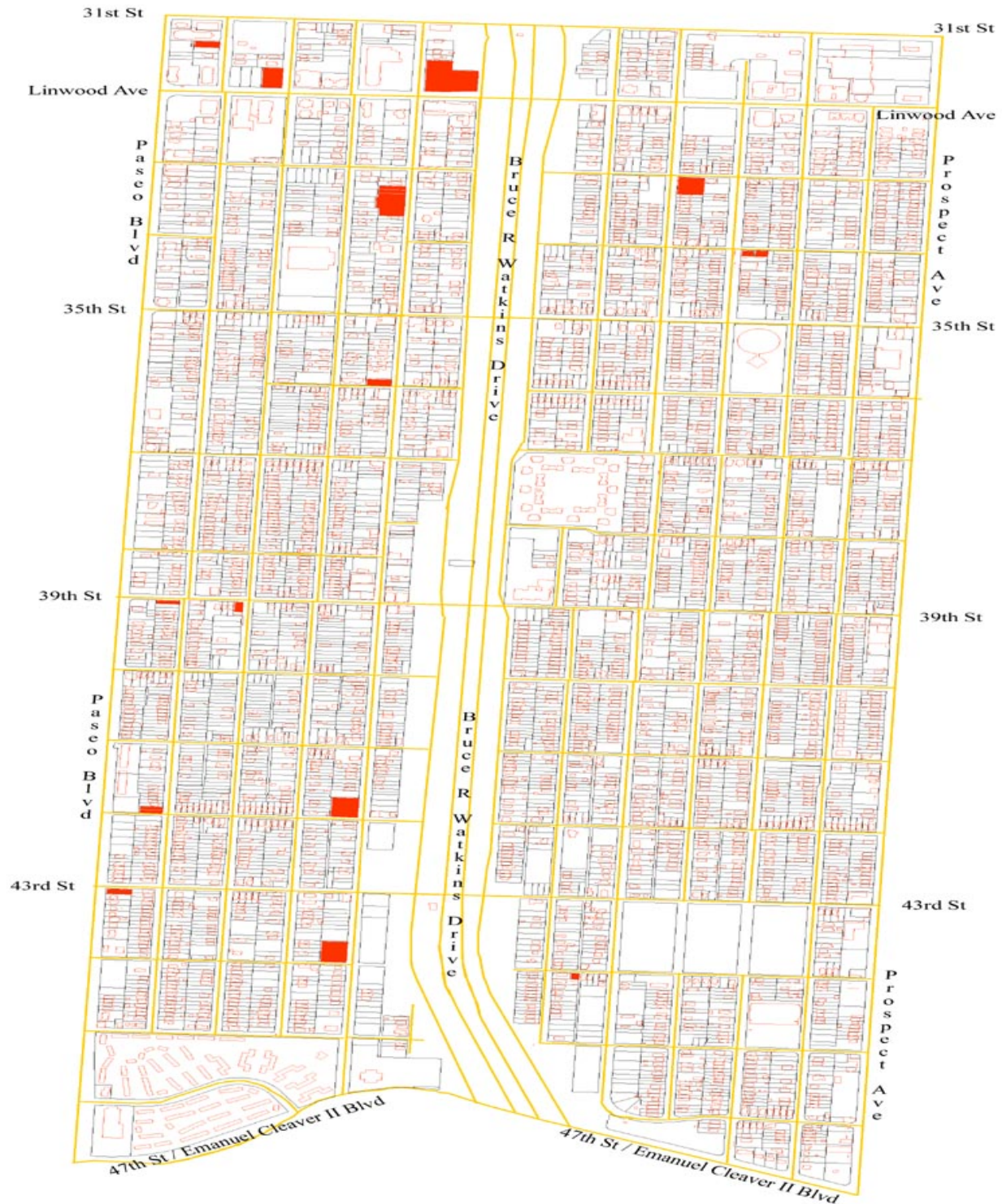


Nonconforming Land Use Map - Commercial

Source: KCMO, UMKC Center for Economic Information

Legend

- Parcel Boundaries / Streets
- Current Zoning Boundaries
- Nonconforming Land Use Parcels
(Commercial Land Uses in Residential Zones)



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IVANHOE TODAY: Ownership

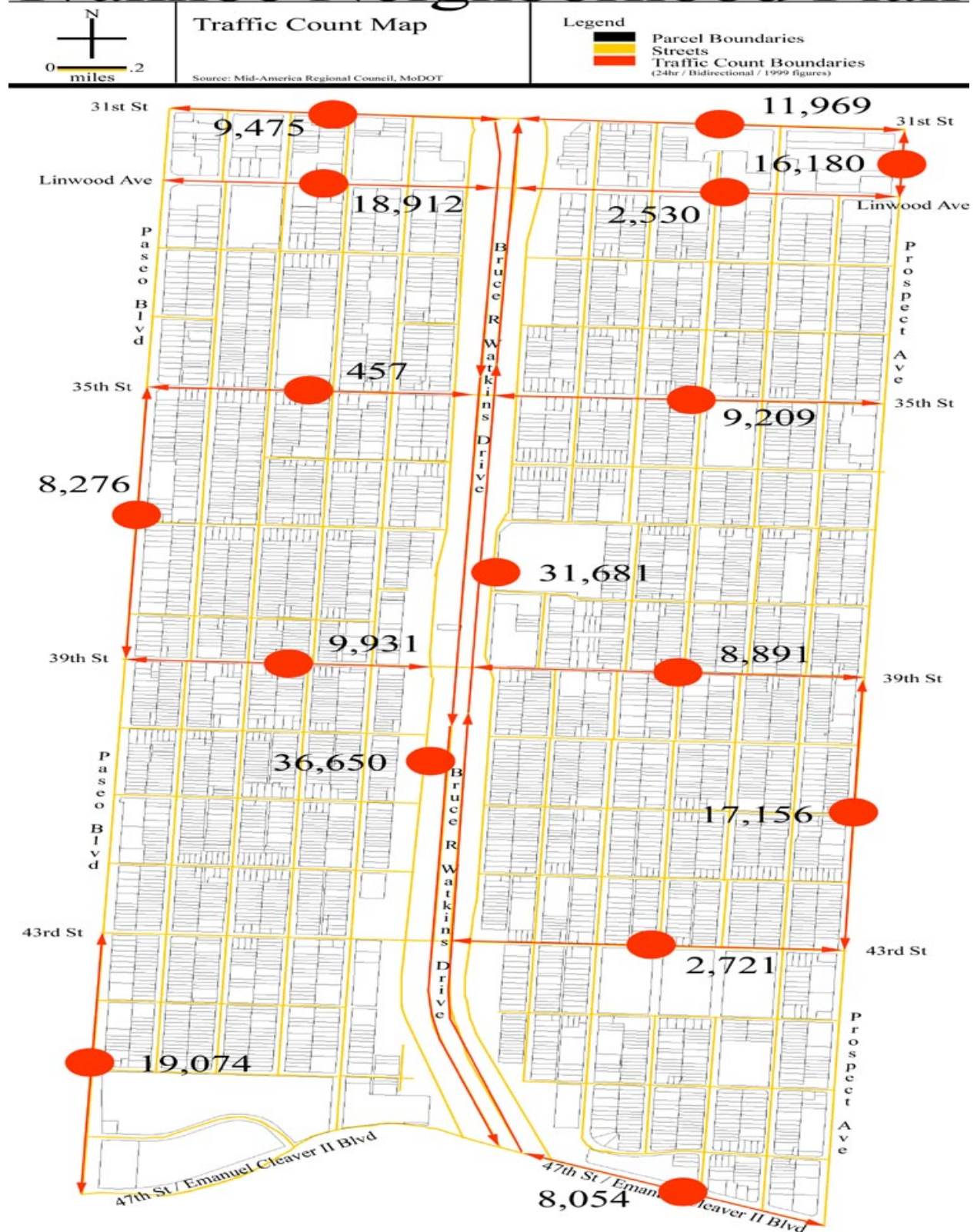
- The majority of Ivanhoe consists of single-family dwellings.
- Nearly 45% of the neighborhood's approximately 3,300 homes are owner-occupied.
- The greatest variations exist around the perimeter and main streets of the neighborhood as reflected in the neighborhood's zoning.
- There are also a significant number of vacant lots scattered throughout the neighborhood, especially in the southern half of the neighborhood. These parcels are not all in low-density residential zoning areas so there is no guarantee that they will remain single-family - even if there once was a single-family structure on the lot - without explicit downzoning.
- Significant amounts of property in Ivanhoe are concentrated in the hands of a few organizations including:
 - o Jackson County Land Trust (which holds the largest number of lots)
 - o Habitat for Humanity
 - o Local housing developers
 - o City of Kansas City, Missouri
 - o Local churches.
 - o Family members that own entire blocks
- Ivanhoe must work with Jackson County Land Trust to acquire its land trust lots in Ivanhoe to ensure that the community is directing their redevelopment.
- Ivanhoe must continue to work with Habitat for Humanity, local CDC's and local housing developers concerning their use of lots in Ivanhoe.

IVANHOE TODAY: Transportation

- The percentage of workers driving alone to work rose from 55% to 57% since 1990.
- Carpooling fell from 22% to 20%.
- Workers using mass transportation to get to work went from 16.8% to 15.7%.
- Walking to work rose slightly from 2.5% to 2.7%.
- Nearly half of all renting households, 46.5%, had no vehicle available. For all housing units, that figure decreases to 33%.
- The completion of Bruce R. Watkins Drive has centralized much of the traffic that formerly ran along Paseo and Prospect.

The following map describes vehicular traffic patterns throughout the neighborhood. These numbers are representative of 24 hour, bi-directional traffic and were counted in 1999.

Ivanhoe Neighborhood Plan



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IVANHOE TOMORROW: Commercial Design Recommendations

Community Concern

New commercial development should blend into the neighborhood aesthetic and provide buffers to residential development where possible. Because the inherent beauty of Ivanhoe is such a treasure to its residents, putting measures in place to maintain and improve the appearance is a priority.

- Policy

- New and rehabilitated commercial developments shall support and be compatible with the historic aesthetic of Ivanhoe by giving attention to structure size, materials, landscape, and streetscape. Scale and design should be compatible with Ivanhoe.
- **Decision Criteria**
 - Development should conform to design standards appropriate to their location within a single-family neighborhood unless the development is on a major commercial corridor or at a major intersection such as the Bruce Watkins highway. To achieve this result will require tough choices.
- **Recommended Actions**
 - Promote neighborhood access – especially non-auto access – by disallowing commercial designs that place parking between the structure and the street. The building and its architecture should be most readily visible, not the parking.
 - Require that the original character of buildings be respected when making modifications that affect the exterior. Make additions compatible in scale, color, details, material proportion, and character with the existing building. Infill should complement the scale and proportions of surrounding buildings.
 - Disallow curb cuts. The design should have a pedestrian orientation.
 - Require advocate of record notification of all billboard applications and changes. This should be done prior to approval to allow the opportunity for Ivanhoe to comment on and challenge negative advertising. The community disapproves of commercial billboards along Bruce R. Watkins Drive with the exception of businesses whose place of business is located on the same grounds (i.e. gas station or restaurant signage).
 - Promote property value retention by educating building owners concerning the use of building colors that are consistent with those of the surrounding blocks. No structure should visually stand out due to coloration.
 - Promote alternatives to bars on the exterior of windows. Any similar measures should be used on the interior of the building. Safety measures such as this are too easily removed and should be placed on the inside of the window. They also present a safety risk if they cannot be removed from the interior in case of fire.
 - Promote wrought iron fencing or no fencing in the front of properties. Wrought iron or wood fencing is recommended for the back.
 - Require that new construction maintain the tree canopy of development sites.

- Require that for every three trees removed, one be planted to replace them.
- Promote the quality of the neighborhood's residential character by disallowing razor wire fencing.
- **Ideal Partners**
 - The actions recommended by this policy require the involvement of several key partners including, though not limited to:
 - City of Kansas City
 - Mid-America Regional Council
 - Area Community Development Corporations
 - Area Economic Development Agencies

IVANHOE TOMORROW: New Housing Design Recommendations

Community Concern

New housing in Ivanhoe needs to take into account the needs of current residents. Repeatedly, Ivanhoe residents identified crime and safety as their primary concerns about the community.

- Policy

- Crime and safety issues that can be impacted by housing design shall be taken into account for every project.
- **Decision Criteria**
 - Let design be guided by the needs to promote community and reduce the chances of being victimized by crime.
- **Recommended Actions**
 - Require front porches on all new housing that provides high visibility and that have an area of no less than one hundred square feet. Porches should be an outdoor room, not merely an entryway.
 - Require an increase in the minimum lot size to allow space for attached garages and yards.
 - Promote personal safety by requiring attached garages or secured breezeways on all new housing. Residents should not have to be fearful in their own backyards to get from their vehicles into their homes.
 - Promote alternatives to bars on the exterior of windows. Safety measures such as this are too easily removed and should be placed on the inside of the window. They also present a safety risk if they cannot be removed from the interior in case of fire.
- **Ideal Partners**
 - The actions recommended by this policy require the involvement of several key partners including, though not limited to:
 - City of Kansas City
 - Mid-America Regional Council

- Area Community Development Corporations
- Area Economic Development Agencies

Community Concern

New housing in Ivanhoe should blend in well with the norms of the neighborhood. Ivanhoe is a beautiful community. Responsible policies must be implemented to keep it that way.

- Policy

- Where existing cultural and aesthetic norms – such as housing style, architectural features, size and scale – are available among the surrounding blocks, they shall guide any future projects.
- **Decision Criteria**
 - New housing design should reflect the historic character as well as community concerns for safety and beautification. Infrastructure should be in place to match or exceed the rest of Ivanhoe.
- **Recommended Actions**
 - Promote the maintenance of housing values by require housing colors to be consistent with those of the surrounding blocks. Houses should visually blend in with neighbors by using aesthetic and historic coloration.
 - Require new houses – including attached garage and porch – to occupy no more than 80% of the width and 80% of the depth of the lot on which the house sits.
 - Promote wrought iron fencing or no fencing in front yards. Wrought iron or wood fencing is recommended for back yards.
 - Require front porches on all new housing.
 - Require that new construction maintain the tree canopy of development sites.
 - Promote the quality of the neighborhood's residential character by disallowing razor wire fencing.
- **Ideal Partners**
 - The actions recommended by this policy require the involvement of several key partners including, though not limited to:
 - City of Kansas City
 - Mid-America Regional Council
 - Area Community Development Corporations
 - Area Economic Development Agencies

Community Concern

Ivanhoe has good housing stock, though there is need for rehab of many units. While new housing will help improve the neighborhood's property values, it must be kept in balance with existing housing. Too much new housing can hurt the community if it spurs gentrification. This is especially undesirable if it does so while destroying existing homes. In order to maintain the neighborhood's diversity, it is essential to preserve affordable housing. As the attractiveness of the neighborhood increases, income diversity must be maintained. Low-income households

should not be involuntarily displaced. This plan calls for preserving existing viable housing and encouraging infill housing.

- **Policy**

- Extant single-family housing that is structurally viable shall not be removed to make room for new housing. Rehab is preferred over new construction. Preservation is preferred instead of removal.

- **Decision Criteria**

- Rehab is the strategy of choice if a structure is viable. Infill housing on scattered, existing vacant lots is encouraged. Pricing should be structured to maintain affordability of the neighborhood for existing residents who are or wish to become homeowners.

- **Recommended Actions**

- Require new market-rate (unsubsidized) housing projects to set aside no less than 5% of the project's budget for either an infill housing fund or where possible, rehabilitation of existing housing in the area surrounding the development.
 - Promote a balance between affordability and gentrification by requiring the sale price of new housing to be no more than:
 - 200% of the median home value for all single family, owner-occupied homes in Ivanhoe or
 - what a family of four earning enough to remain at 80% of the national poverty level could afford.

Sale price should not exceed the higher of these two measurements. By using available housing incentives for the buyer, this requirement can reasonably be met.

- Promote the preference towards rehab by requiring community approval -- through the advocate of record -- prior to demolishing any properties that are structurally sound enough for rehabilitation.

- **Ideal Partners**

- The actions recommended by this policy require the involvement of several key partners including, though not limited to:
 - City of Kansas City
 - Mid-America Regional Council
 - Area Community Development Corporations
 - Area Economic Development Agencies

IVANHOE TOMORROW: Rehab Housing Design Recommendations

Community Concern

Properties that are being redeveloped blend in with the neighborhood norms. When properties that have long been a part of the community are redeveloped in such a way that they hardly fit into their surroundings, it damages the aesthetic of the community.

- **Policy**

- Housing that is being redeveloped shall maintain the originally intended footprint and design where possible. Specifically, this relates to extensions that would be unusual for houses of similar design in the surrounding community. More broadly, this relates to the disinterest of the community in seeing larger houses redeveloped with the intent to subdivide the property into multiple units.
- **Decision Criteria**
 - Rehab plans should conform to the architectural and aesthetic norm – housing style, size, and scale – of the neighborhood and where possible, match the new construction design criteria when porches and garages are being rehabbed or added. Houses should be of size and scale to fit the lot, blend in with the architectural elevation of the surrounding houses, and be of building material that is similar to other houses in the neighborhood.
- **Recommended Actions**
 - Disallow splitting single-family homes into multi-family housing
 - Require housing colors to be consistent with those of the surrounding blocks. Houses should blend in with neighboring properties' coloration.
 - Require that any additions – including attached garage and porch – to an existing house not cause or contribute to the house exceeding 80% of the width and 80% of the depth of the property on which the house sits.
 - Promote alternatives to bars on the exterior of windows. Safety measures such as this are too easily removed and should be placed on the inside of the window. They also present a safety risk if they cannot be removed from the interior in case of fire.
 - Promote wrought iron fencing or no fencing in front yards. Wrought iron or wood fencing is recommended for back yards. If a chain-linked fence is in disrepair and must be replaced, it cannot be replaced with another chain-linked fence.
 - Require that additional construction maintain the tree canopy of development sites.
 - Promote the quality of the neighborhood's residential character by disallowing razor wire fencing.
- **Ideal Partners**
 - The actions recommended by this policy require the involvement of several key partners including, though not limited to:
 - City of Kansas City
 - Mid-America Regional Council
 - Area Community Development Corporations
 - Area Economic Development Agencies

IVANHOE TOMORROW: Crime & Safety Recommendations

Community Concern

Crime negatively influences the quality of life in Ivanhoe. Any reasonable measures that can be taken to curb crime must be implemented.

- Policy

- The community, in close partnership with the Police Department and the City, shall pursue innovative crime prevention methods in targeted areas of the neighborhood.
- **Decision Criteria**
 - Crime prevention techniques should be guided by successes in other communities and reasonably similar scenarios.
- **Recommended Actions**
 - Promote community policing by placing a police substation at 39th and Prospect.
 - Promote the use of visible surveillance measures such as surveillance cameras located throughout the community at high crime intersections.
 - Promote the use of “Crime Prevention through Environmental Design” techniques.
- **Ideal Partners**
 - The actions recommended by this policy require the involvement of several key partners including, though not limited to:
 - City of Kansas City
 - Kansas City Police Department
 - Mid-America Regional Council
 - Area Community Development Corporations
 - Area Economic Development Agencies

Community Concern

Traffic conditions in our communities affect our safety and the welfare of our children. When traffic speeds remain unchecked and when pass-through traffic increases, our communities become significantly less safe.

- Policy

- Where approved by the community residents, traffic calming measures shall be implemented throughout Ivanhoe. These measures can be paid for with city funding or privately by community organizations working in concert with the advocate of record.
- **Decision Criteria**
 - Traffic calming should be guided by resident support, relevant traffic data, and emergency access needs.

- **Recommended Actions**

- Allow the installation of raised crosswalks, speed bumps, humps, bump-outs, roundabouts and other traffic lane calming devices. Landscaping must be included to maintain the community beautification aesthetic.
- Allow the creation of cul-de-sacs (street closures).
- Require improvement of bus stops at intersections using a bus stop cut-in.
- Promote the availability of bike throughways and pedestrian throughways in keeping with the City's greenway and walk ability plans.
- Promote the creation of a regional Bus Rapid Transit (BRT) system. One line should service the Bruce R. Watkins corridor with stops at Emmanuel Cleaver Boulevard, 39th Street and Linwood/31st Streets. An effective BRT system will utilize restricted lanes, require users to pay at the station rather than at the bus, and make use of signal priority technology.
- Promote the creation of a regional light rail system that connects residential centers to employment centers

- **Ideal Partners**

- The actions recommended by this policy require the involvement of several key partners including, though not limited to:
 - City of Kansas City
 - Mid-America Regional Council
 - Area Economic Development Agencies
 - Municipalities region-wide

IVANHOE TOMORROW: Land Use & Zoning Recommendations

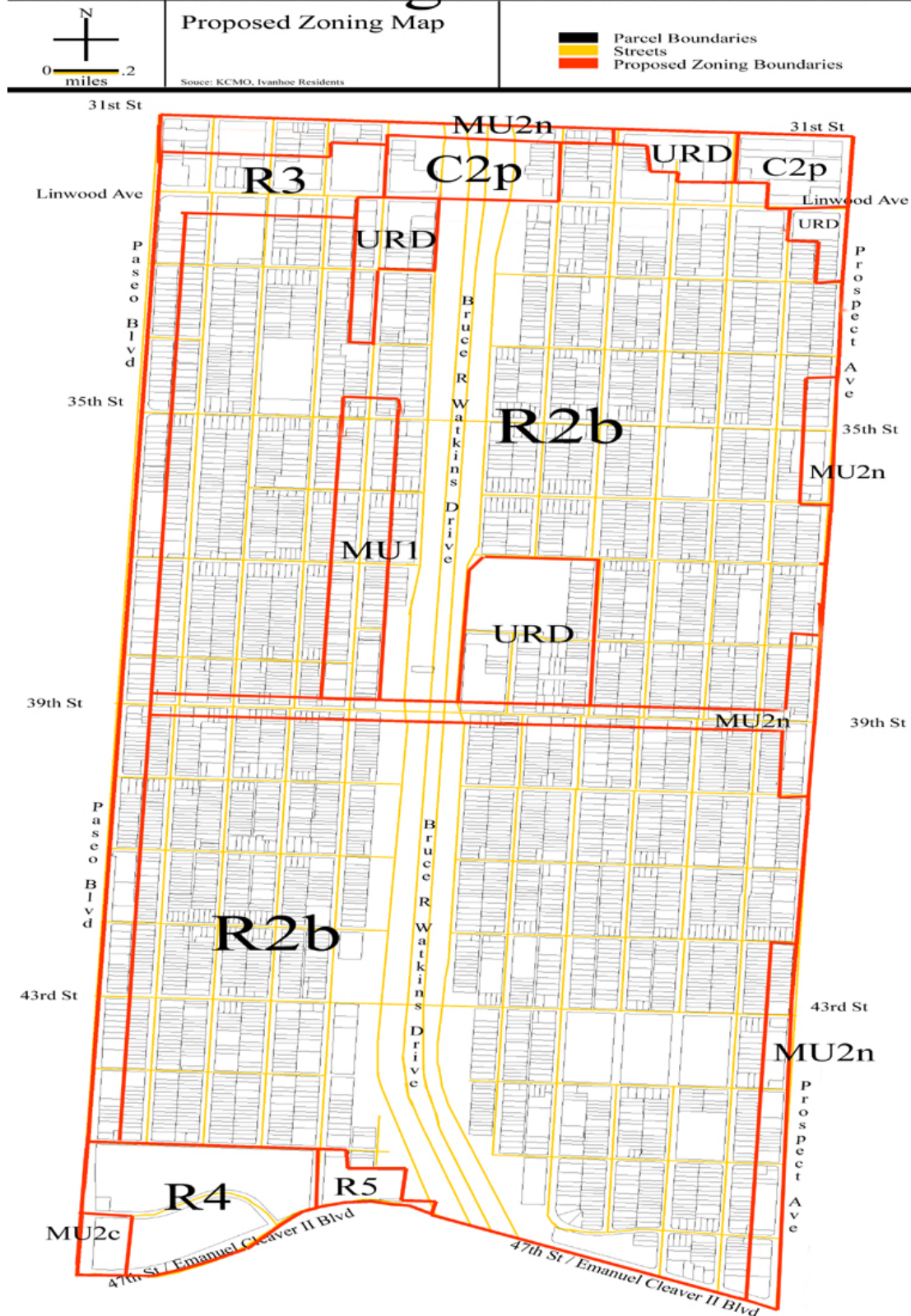
The community came together to develop recommendations for new land use and zoning. Key components that were identified include a new gas station, a new grocery store, a new thrift store, a bank, a community center, a health-services center and a general down zoning of inconsistent zoning.

Of additional concern was the transition from commercial areas into residential areas. To address this set of concerns, a set of mixed-use zoning districts was developed. These are defined later in the Implementation section.

Current zoning districts within Ivanhoe include:

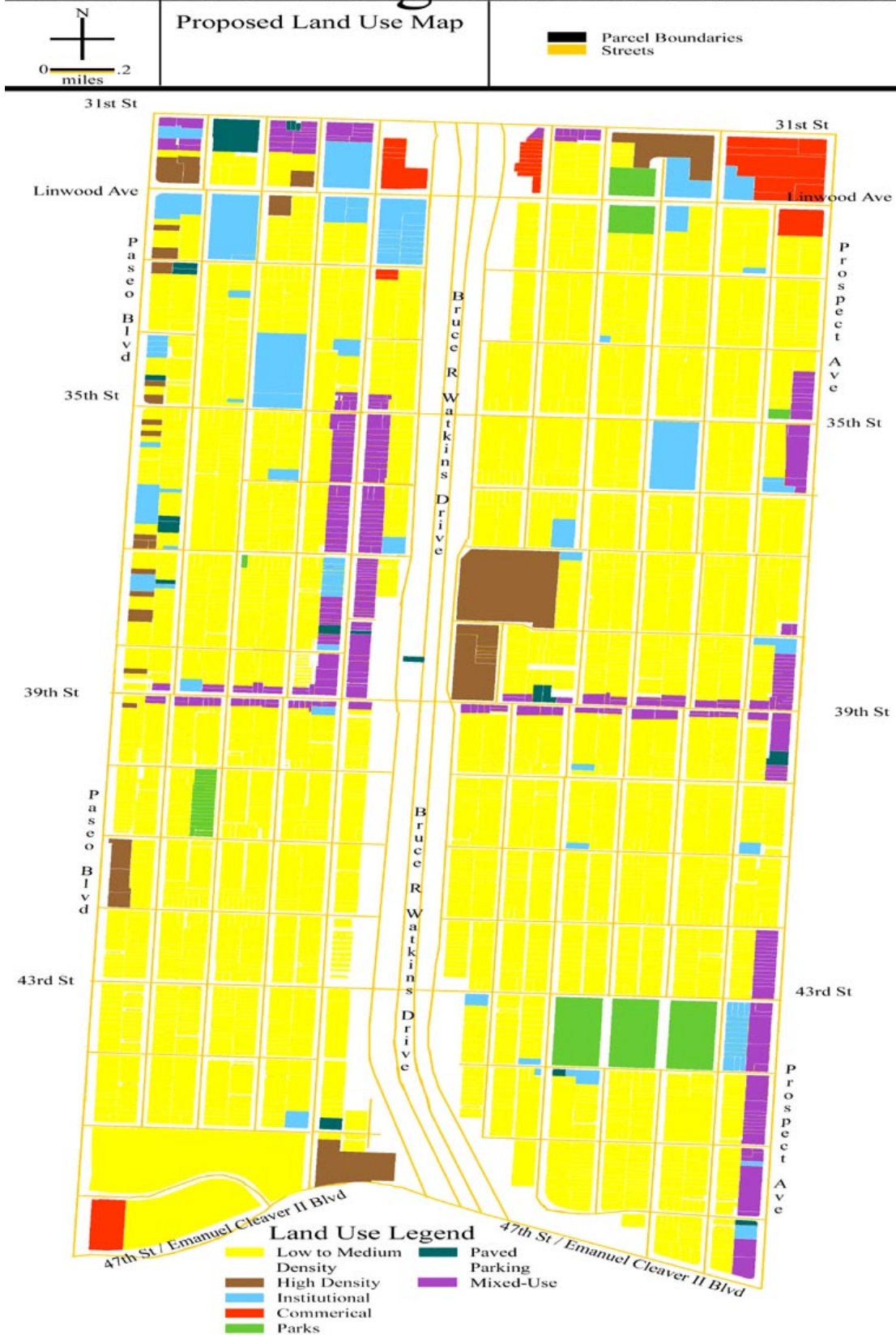
- **R2b** - Two-family dwelling district.
- **R3** - Low apartments, low density.
- **R4** - Low apartment district.
- **R5** - High apartment district.
- **C2** - Local retail business district.
- **C2p** - Local planned retail business district.
- **URD** - Urban redevelopment district.

Ivanhoe Neighborhood Plan



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Ivanhoe Neighborhood Plan



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IVANHOE TOMORROW: Community Interest Recommendations

Community Concern

One of the principal interests of the community is to see equitable employment in the neighborhood. When new businesses and developments do enter Ivanhoe, they must be the type that will provide strong opportunities for our residents.

- Policy

- To promote economic growth in Ivanhoe, businesses and developments shall be held to high standards of development practice and employment practice that protect the interests of the community and bring opportunity to its residents.

- **Decision Criteria**

- Using economic base information on employment and income, projects that provide the greatest net economic gain to Ivanhoe should be selected. Benefits to the community would include property value increase, total investment, and potential income to Ivanhoe residents and companies that are employed through the development project.

- **Recommended Actions**

- Require all contractors and new businesses to abide by a citywide, city-sponsored Living Wage ordinance. Under such an ordinance, employers are required to provide compensation, including benefits, which are high enough to keep a family of three at 130% of the national poverty line. Benefits will entail either:

1. A health plan with a minimum employer contribution of 70% or
2. A wage supplement of \$2.75 an hour that the employer can choose to offer in lieu of a health plan.

This will include some part time and seasonal employees as well. The Living Wage will be indexed once every five years so that as the poverty line and inflation increase the Living Wage will rise as well.

- Require all contractors and new businesses to abide by a city-sponsored First Source Hiring ordinance. Under such an ordinance, contractors and new businesses would be required to work with a city-designated agent to pursue the hiring of community residents before expanding the job search to the wider community.
- Require that 60% of the construction work and the construction-related work be performed by resident firms (companies based in the community or where at least 51% of the ownership resides in the community) or minority firms (as defined by Missouri's MBE statutes). Any adopted practices must be consistent with the spirit of HUD Section III.
- Require developers to seek out locally owned operators for the businesses in their developments. Where no such operator can be identified, the developer must demonstrate to the community that a good-faith effort was made to comply. The community would be encouraged to make recommendations.

- Require that only environmentally responsible contractors be used. Contractors that have been found guilty of or censured for environmental mismanagement or violations will be disqualified from participation until such past grievances are remediated.
- Require that any new development lease agreements involve oversight by the community's advocate of record. Where the advocate finds criminal or civil negligence on the part of the landlord or tenant, the property owner would be obligated to replace the negligent landlord or tenant. A CID or Home Owners Association could address this level of community involvement in responsible property ownership further.
- Require that business owners maintain the cleanliness of their exterior property in order to keep their business license.
- Require citywide landlord registration.
- Require that businesses, when found to be a public nuisance, whether through commission or omission, must work towards remediation of their past nuisances in partnership with the advocate of record or have their city business license amended to exclude the neighborhood in which they are a nuisance.
- Promote the use of regional growth boundaries.

o **Ideal Partners**

- The actions recommended by this policy require the involvement of several key partners including, though not limited to:
 - City of Kansas City
 - Mid-America Regional Council
 - Area Community Development Corporations
 - Area Economic Development Agencies

Community Concern

One of the key concerns of the community is housing. In particular, the community has a strong interest in assisting current residents in becoming homeowners. It will be easier to stabilize the community and increase economic value if more than the current 45% of units are owner occupied.

- **Policy**

- o Developers that receive public funds shall contribute to resident homeownership by actively assisting current residents in becoming homebuyers.
- o **Decision Criteria**
 - Developers proposing projects must include the types, amounts, and availability of incentives to area residents to purchase the units.
- o **Recommended Actions**
 - Require that for any new market rate housing development, no fewer than 15% of the units (rounded up) must be set aside for affordable housing.

- Require all developers to contribute 2% of the project value to an IDA fund for Ivanhoe residents that are buying their first home in Ivanhoe.
- **Ideal Partners**
 - The actions recommended by this policy require the involvement of several key partners including, though not limited to:
 - City of Kansas City
 - Area Community Development Corporations
 - Area Economic Development Agencies

Community Concern

Ivanhoe wants to become a thriving community; a key component of that is safe and healthy children. The community has consistently mentioned public health and safety concerns. Having safe locations for children to play and access health services is a role that Ivanhoe cannot afford to abdicate.

- Policy

- The City, the community and its partners shall work together to increase the number of public health programs and recreational activities in Ivanhoe that are aimed at our youth.
- **Decision Criteria**
 - Select projects that support and advocate using community preferences. The interests and preferences of Ivanhoe youth must be included in the overall community preferences; they are residents as well.
- **Recommended Actions**
 - Promote the development of an Ivanhoe Youth Activity Center (which should include a gymnasium and a pool). The community, the city and our community partners should use any available means to finance this project.
 - Promote the development of small neighborhood parks throughout Ivanhoe, but specifically in the western quadrants of Ivanhoe as indicated in the Proposed Land Use sections of this plan. Currently, both existing public parks are east of Bruce R. Watkins Drive.
 - Require all eligible youth to be enrolled in Medicaid at birth.
 - Require all DFS representatives who make home visits for abuse or neglect of children to also report suspected abuse of the woman in the home.
 - Require all animal control representatives who make home visits for abuse or neglect of animals to also report suspected child abuse in the home.
 - Promote public health by requiring the water department to perform regular audits of sewer lines to determine the condition of water lines, sewage lines and the cleanliness of tap water. In particular, lead levels must be reported to the community whenever they are outside of EPA accepted levels.

- **Ideal Partners**
 - The actions recommended by this policy require the involvement of several key partners including, though not limited to:
 - City of Kansas City
 - State of Missouri
 - County of Jackson
 - Mid-America Regional Council
 - Area Community Development Corporations
 - Area Economic Development Agencies
 - Environmental Protection Agency
- **Policy**
 - The City, the community and its partners shall work together to increase the amount of green space and park space throughout Ivanhoe as doing so significantly improves the safety and health of our youth.
 - **Decision Criteria**
 - National and local ratios of urban park space per population unit should be used to guide the development of park space. Use of urban and green techniques in landscape design is recommended.
 - **Recommended Actions**
 - Require the City to appropriate resources towards the creation of more green space and park space, including the use of pocket parks, street closure space as green space, linear parks utilizing contiguous vacant land, and the creation of joint, shared space between houses where vacant lots exist.
 - Require that street closures be landscaped in a manner consistent with existing neighborhood landscaping.
 - Promote the use of easements, right of ways and land trust property as part of structured green space planning.
 - Require regular air quality assessments that aim to identify the benefits of additional green space throughout the community. This is crucial because urban health is significantly affected by air quality and air quality can be dramatically improved with additional green space.
 - **Ideal Partners**
 - The actions recommended by this policy require the involvement of several key partners including, though not limited to:
 - City of Kansas City
 - Mid-America Regional Council
 - Area Community Development Corporations
 - Area Economic Development Agencies

IMPLEMENTATION: Design Guidelines

The visual fabric of a neighborhood comes alive through its architectural nuances. When new developments or redevelopments occur that are not in harmony with existing structures, that fabric is damaged. The following guidelines express what the tapestry that is Ivanhoe's history should look like.

- **Alignment** is the arrangement of objects in a straight line. The directional emphasis of those objects is also important (i.e. horizontal, vertical, north/south). Alignment also may refer to how a building is sited on a lot and how the setbacks relate to other buildings along the street.



The third house does not directly face the street and therefore is out of alignment with the other homes in this illustration.

- **Proportion** is a ratio which compares the dimensions of one object to another. Proportion can be used to related elements of a building (i.e. windows, porches, trim) to the building as a whole, or it can relate one building to another. When the dimensions of an element or a building are too small or too large, it is described as being “out of scale”.



The second house does not share a similar scale and therefore is disproportionate to the other homes in this illustration.

- **Mass** deals with the size of a building (or building part) as well as its form. The dimension of height, width and depth contribute to a building's overall volume (the amount of space a structure occupies). The form of a building gives shape to a building's volume.



The third house is very different in volume and therefore demonstrates an inappropriate mass compared to the other homes in this illustration.

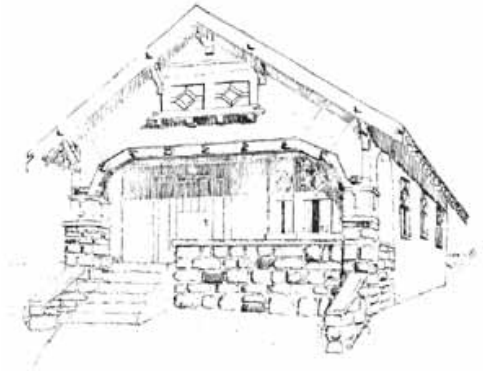
- **Pattern** is the arrangement of similar objects in a regular and repetitive manner. Patterns can be found within individual buildings, such as the arrangements of windows, or in groupings of buildings along a street.



The second house differs stylistically and therefore disrupts the pattern created by the other homes in this illustration.

- **Bungalow** style houses are typically characterized as small 1 or 1½-story houses with a gable facing the street. Additional features typically present include:

- Low-pitched roof
- Decorative braces
- Wide eaves with exposed roof rafters
- Built-in cabinets, shelves, and seating
- Porch with square columns
- One or one and a half stories
- Stone chimneys
- Gabled dormers
- Sloping foundation



- **Foursquare** style houses are typically characterized as 2½ story boxed shape structures with a pyramidal or hipped roofline. Additional features typically present include:

- Four-room floor plan
- Low-hipped roof with deep overhang
- Large central dormer
- Full-width porches with wide stairs
- Brick, stone or wood siding



Shirtwaist style houses are typically characterized as 2 or 2½ story houses with the stories being of different building materials. Additional features typically present include:

- A gable roof facing the street
- A porch echoing the main roof gable
- Brick or limestone front
- A second story bay
- A bellcast gable roof with dormer
- A gable-within-a-gable
- A dormer with a Palladian window



IMPLEMENTATION: Land Trust Development Strategies

The community, through the advocate of record, should become the owner of every Land Trust Lot within Ivanhoe's boundaries. We believe that we will be able to better serve the interests of our constituents when we are responsible for lot maintenance, lot use (by neighbors, the community and developers), lot sales and lot banking. The purpose of this strategy is not to own

the land, but to make it available for development under the guidance of the neighborhood and to maintain affordability and quality.

Lot Maintenance

- The task of maintaining Ivanhoe's Land Trust properties is enormous; the City and County are insufficiently staffed to oversee this process effectively. Our vision includes lot maintenance as a way of employing many of the youth in Ivanhoe. We successfully piloted this program in 2003 and believe that it is a model worthy of expansion.

Lot Use: Neighbors

- With the community as the landowner, a program will be instituted whereby residents can use – and be required to maintain – properties that are adjacent to their own for nominal annual fees. This 'shared ownership' model allows decentralized maintenance, increased sense of ownership amongst residents and will improve property values for participating residents.

Lot Use: Community

- Innovative parks and gardens can be created that convert vacant, litter-attracting lots into useable, crime deterring green space. Such gardens could be used to hedge out criminal activity while connecting neighborhoods together with community green space. Additional green space has the side effect of improving air quality. This is important for Ivanhoe because asthma rates amongst Ivanhoe youth are higher than in other parts of the metropolitan area due to inner city air quality.
- Another idea that residents have expressed strong support for is increasing the number of community gardens. Additionally, there is a proposal to use some of the Land Trust Lots in Ivanhoe as the site of a memorial for Kansas City women and their children that have died due to insufficient healthcare service.

Lot Use: Developers

- This plan outlines comprehensive development goals. By owning the land, the community will have the power to screen potential developers and enforce community-centered land usage. For those developers that are in compliance with the needs of the residents, community ownership will be a boon because parcel acquisition will be eased.

Lot Sales

- Land use that conforms to zoning and codes that are in the best interest of residents is impossible to guarantee. When Ivanhoe owns these lots, the concerns of the community will have a stronger negotiating voice. Sales will be able to be structured with use requirements, code enforcement clauses and first right of refusal language included. These measures will enable Ivanhoe to protect the priorities of its residents.

Lot Banking

- In this arrangement, the homebuyer purchases the house, but leases the land from the land bank in a secure, long-term, transferable, renewable and exclusive agreement. While unusual, this arrangement works because everyone benefits. Through this strategy, the

community gains an increase in home ownership, a stabilizing tool against gentrification, an active land acquisition and development program and control over the use of land in our neighborhood. The homeowner benefits by being able to purchase a home more affordably, security against displacement, access to quality housing, a reasonable rate of return on their investment, and a legacy for their heirs. In order to maintain affordable housing over time, lot-banking participants agree to sell their homes at an affordable price (though this would not affect the transfer of property to heirs) to the next low-income family in need of affordable housing. They will receive a bargain when they purchase a lot bank property and they will pass on a bargain to their community.

- The true value of this methodology will be more evident in the lives of our children when – due to demand, inflation and speculative purchasing – land costs in the urban core will increase dramatically. This pattern has been consistent in urban communities throughout the United States. The lot bank, by becoming the permanent holder of land in the neighborhood, prevents these market forces from eliminating affordable housing in our community.

IMPLEMENTATION: Proposed Zoning Districts

To accommodate the needs of the community, zoning districts need to be better suited to preserving the residential gestalt of a neighborhood while allowing for appropriately scaled commercial development. While current zoning allows for this in many cases, a mixed-use zoning mechanism is needed to provide explicit instruction as to how commercial entities can coexist in an otherwise entirely residential setting. Our recommendations for such zoning are detailed below.

- **MU1** - Mixed-Use 1 zoning districts are designed to be low density. MU1 allows either I) R2 developments or II) retail/office (C1) combined with residential (R2) developments. Mixed-use zoning requires a minimum of 50% residential usage as measured by building floor area.
- **MU2n** - Mixed-Use 2 "Neighborhood-scale" zoning districts are designed to be medium density. MU3c allows either I) R3 developments or II) retail/office (C1) combined with residential (R3) developments. Mixed-use zoning requires a minimum of 50% residential usage as measured by building floor area.
- **MU2c** - Mixed-Use 2 "Commercial-scale" zoning districts are designed to be medium density. MU3c allows either I) R3 developments or II) retail/office (C2) combined with residential (R3) developments. Mixed-use zoning requires a minimum of 33% residential usage as measured by building floor area.
- **MU3n** - Mixed-Use 3 "Neighborhood-scale" zoning districts are designed to be high density. MU3n allows either I) R4 developments or II) retail/office (C2) combined with residential (R4) developments. Mixed-use zoning requires a minimum of 50% residential usage as measured by building floor area.

- **MU3c** - Mixed-Use 3 "Commercial-scale" zoning districts are designed to be high density. MU3c allows either I) R4 developments or II) retail/office (C3) combined with residential (R4) developments. Mixed-use zoning requires a minimum of 33% residential usage as measured by building floor area.
- **MU4** - Mixed-Use 4 zoning districts are designed to be very high density. MU4 allows either I) R5 developments or II) retail/office (C4) combined with residential (R5) developments. Mixed-use zoning requires a minimum of 50% residential usage as measured by building floor area.

IMPLEMENTATION: Implementation Strategies

In order to bring much of what is proposed in this plan to fruition, several steps must be taken beyond the scope of this document. This section details likely strategies that, when followed, will help ensure the successful implementation of the community's desires.

Concerning Commercial Design Recommendations

- Because the neighborhood planning process does not produce a legally binding set of design standards, a design overlay must be developed to insure that commercial entities follow the recommendations of the community. A more flexible place for the design overlay would be as part of a Community Improvement District. Ivanhoe is currently pursuing this opportunity.
- While that is being established, it is important for the community to move forward with aggressive down zoning recommendations, to migrate commercial activity to major corridors (39th Street, Linwood, 31st Street and Prospect) and recommend flexible zoning for mixed-use development sites.

Concerning New Housing & Rehab Design Recommendations

- Because the neighborhood planning process is not legally binding, a design overlay must be developed to insure that the aesthetic integrity be maintained. A more flexible place for the design overlay would be as part of deed restrictions in a Home Owners Association. Ivanhoe is currently evaluating this opportunity.
- As a guiding principle of city policy, the Ivanhoe community strongly urges that funds be made available for rehab projects at the same time that they are made available for new housing projects. These projects go further to provide affordable housing, community stability and aesthetic normalization. The community must now become proactive in locating those properties that should be kept, identifying which properties have historic value to the community, pursuing aggressive down zoning, and stating which properties would be appropriate for removal.

Concerning Crime & Safety Recommendations

- The concerns of the community require the partnership of several agencies. Ivanhoe is pursuing entrepreneurial activities as well as grant opportunities that will empower the community to fund several initiatives on its own. Some issues that have direct impact on crime, safety and public health are not immediately obvious. In comparing the unique environment of Ivanhoe – topographically, ecologically, socially, and demographically – with the needs of community residents, several innovative ideas came forward.
- An example idea is to redesign sections of Ivanhoe to be pedestrian-centered and create winding botanical walkways throughout the community. To insure such a plan's success, add a Bus Rapid Transit line along Bruce R. Watkins Drive, plan in watershed and flood control measures, and integrate all of these concepts into existing green space, park and Brush Creek Corridor plans. Visionary concepts such as these require the combined effort of not only the community, but also of our partner organizations and, in particular, the City.
- Another concept worthy of deep exploration is increasing surveillance, natural and otherwise. Natural surveillance involves creating situations for monitoring of the neighborhood to take place organically. Concepts that complement this strategy include porches and fencing that is easily seen over. Surveillance can also be aided by technology through programs that place cameras at trouble intersections.

Concerning Community Interest Recommendations

- Many of the recommendations in this section require hard decisions to be made by good people. Ivanhoe understands that this is not an overnight process. Research must be done. Ideas and examples from across the entire nation must be gathered. Legal expertise must be pursued. In the interest of Ivanhoe and all of Kansas City's communities, Ivanhoe has already undertaken many of these tasks. In the months following the adoption of this plan, Ivanhoe will again partner with its council representatives – much as it has in the development of this plan – to bring a Living Wage Ordinance, a First Source Hiring Policy, a Resident Contractor Policy, and an Environmentally Responsible Contractor Policy to the City Council. Finally, a Community Bill of Rights has been drafted that will be taken to the City Council.
- A concept that deserves further exploration is the development of an annual “Community Planning Brief”. This document would be submitted to City Council representatives each year and would outline the economic development and community interest recommendations specific to that 12-month period. The Brief would allow the community to bring specific concerns at regular intervals and could serve as a rallying point for community and partner involvement.

Concerning Developer Partnerships

- Ivanhoe is full of businesspersons. We are not so naïve as to levy mandates without solutions or to issue requirements without partnerships to profitably achieve them. It is towards this goal -- profitable but community-centered development -- that this section is dedicated. Developer profitability that Ivanhoe feels competent to impact falls into two categories: parcel assemblage and timetable reduction.

- Ivanhoe intends to acquire all publicly owned vacant or abandoned lots within its borders and act as steward for those properties on behalf of the community. Projects that affirm the dignity and desires of the community will be presented with incentives that could potentially include deep discounts on the acquisition of those lots. In addition, because some of this plan calls for the environmental remediation of lots or adjustment of lot sizes, Ivanhoe will be very interested in being a partner to assist in offsetting those costs. Finally, many of the properties in Ivanhoe are not prepared for development. Many of them must be cleared or have old foundations removed. When Ivanhoe takes ownership of these properties, it is our intention to engage in these activities to increase the value of the properties and their suitability for development.
- The amount of time required by a developer to plan and orchestrate a project exacts an incredible financial toll. It is in this area that Ivanhoe seeks to be most effective. By adding pre-approved projects to this plan, by clearly laying out design guidelines, by pre-promising community support, by aiding with land assembly and by assisting with the identification of eligible contractors, Ivanhoe plans to significantly reduce the amount of time needed on the front end of a project. Beyond addressing this issue by being at the table from the beginning, Ivanhoe's Plan Review Committee (a subcommittee of the Housing/Economic Development/Jobs Committee) will convene, evaluate, and submit formal comments on plans presented to the committee within five business days.
- Ivanhoe is an intrepid community looking for developers interested in doing well by doing good. Ivanhoe wants to be your partner.

IMPLEMENTATION: Implementation Matrix

Action Steps	Implementation Responsibility					Time Frame		
	Neighborhood	City	Nonprofits	County & State	Businesses	Short Term	Medium Term	Long Term
1. Commercial Design								
1.1 New and rehabilitated commercial developments shall support the historic aesthetic of Ivanhoe by giving attention to structure size, landscape, and streetscape. Scale and design should be compatible with Ivanhoe								
1.1.1 Modify city regulations to disallow the placement of parking between the structure and the street	*	*				*		
1.1.2 Modify city regulations to require that building reuse respects the original character of building	*	*				*		
1.1.3 Modify city regulations to disallow curb cuts	*	*				*		
1.1.4 Modify city policy to require neighborhood notification of billboard and signage applications to the city	*	*				*		
1.1.5 Educate property owners concerning appropriate	*						*	

Action Steps	Implementation Responsibility					Time Frame		
	Neighborhood	City	Nonprofits	County & State	Businesses	Short Term	Medium Term	Long Term
building colors								
1.1.6 Modify city regulations to promote alternatives to exterior window bars	*	*				*		
1.1.7 Promote wrought iron fencing	*						*	
1.1.8 Modify city regulations to require that new construction maintain the tree canopy	*	*				*		
1.1.9 Modify city regulations to require that for every three trees removed due to construction, one be planted to replace them	*	*				*		
1.1.10 Modify city regulations to disallow razor wire fencing	*	*				*		
1.1.11 Modify city code to allow for mixed-use zoning	*	*	*	*	*	*		
2. New Housing Design								
2.1 Crime and safety issues that can be impacted by housing design shall be taken into account for every project.								
2.1.1 Modify city regulations to require front porches on all new housing	*	*				*		
2.1.2 Modify city regulations to require an increase in the minimum lot size	*	*				*		
2.1.3 Modify city regulations to require attached garages or secured breezeways on all new housing	*	*				*		
2.1.4 Modify city regulations to promote alternatives to exterior window bars	*	*				*		
2.2 Where existing cultural and aesthetic norms – such as housing style, architectural features, size and scale – are available among the surrounding blocks, they shall guide any future projects.								
2.2.1 Modify city regulations to require that housing colors be consistent with those of the surrounding blocks	*	*				*		
2.2.2 Modify city regulations to require that new houses occupy no more than 80% of the lot on which the house sits	*	*				*		
2.2.3 Promote wrought iron fencing	*						*	
2.2.4 Modify city regulations to require front porches on all new housing in Ivanhoe	*	*				*		
2.2.5 Modify city regulations to require that new construction maintain the tree canopy	*	*				*		
2.2.6 Modify city regulations to disallow razor wire fencing	*	*				*		
2.2.7 Modify city code to allow	*	*	*	*	*	*		

Action Steps	Implementation Responsibility					Time Frame		
	Neighborhood	City	Nonprofits	County & State	Businesses	Short Term	Medium Term	Long Term
for mixed-use zoning								
2.3 Extant single-family housing that is structurally viable shall not be removed to make room for new housing. Rehab is preferred over new construction. Preservation is preferred instead of removal.								
2.3.1 Modify city policy to require new market-rate housing projects to set aside no less than 5% of the project's budget for infill or rehab housing in the surrounding blocks	*	*					*	
2.3.2 Modify city policy to require new housing sale prices to be either: 1) no more than 200% of the median home value for all single family, owner-occupied homes in Ivanhoe or 2) no more than 40% of the monthly income of a family of four that earns at 80% of the national poverty level	*	*					*	
2.3.3 Modify city policy to require community approval before demolishing properties that are structurally sound enough for rehabilitation	*	*					*	
3. Rehab Housing Design								
3.1 Housing that is being redeveloped shall maintain the originally intended footprint and design where possible. Specifically, this relates to extensions that would be unusual for houses of similar design in the surrounding community. More broadly, this relates to the disinterest of the community in seeing larger houses redeveloped with the intent to subdivide the property into multiple units.								
3.1.1 Modify city regulations to disallow splitting single-family homes into multi-family housing	*	*				*		
3.1.2 Modify city regulations to require that housing colors be consistent with those of the surrounding blocks	*	*				*		
3.1.3 Modify city regulations to require that new houses occupy no more than 80% of the lot on which the house sits	*	*				*		
3.1.4 Modify city regulations to promote alternatives to exterior window bars	*	*				*		
3.1.5 Promote wrought iron fencing	*	*				*		
3.1.6 Modify city regulations to require that new construction maintain the tree canopy	*	*				*		
3.1.7 Modify city regulations to disallow razor wire fencing	*	*				*		

Action Steps	Implementation Responsibility					Time Frame		
	Neighborhood	City	Nonprofits	County & State	Businesses	Short Term	Medium Term	Long Term
4. Crime & Safety								
4.1 Where approved by the community residents, traffic calming measures shall be implemented throughout Ivanhoe. These measures can be paid for with city funding or privately by community organizations working in concert with the advocate of record.								
4.1.1a Modify city regulations to allow the installation of raised crosswalks, speed bumps, humps, bump-outs, roundabouts, and other traffic calming devices	*	*				*		
4.1.1b Identify appropriate locations for traffic calming devices and install them	*	*					*	
4.1.2a Modify city regulations to allow street closures (cul-de-sacs)	*	*				*		
4.1.2b Identify appropriate locations for street closures and create them	*	*					*	
4.1.3 Pursue bus stop improvements	*		*				*	
4.1.4 Promote walkability by creating bike and pedestrian thoroughways	*	*	*					*
4.1.5 Promote the creation of a Bus Rapid Transit line along the BRW corridor with stops at 31 st , 39 th and 47th	*	*	*				*	
4.1.6 Promote the creation of light rail that connects residential centers to employment centers	*	*	*					*
4.2 The community, in close partnership with the Police department and the City, shall pursue innovative crime prevention methods in targeted areas of the neighborhood.								
4.2.1 Promote the creation of a police substation at 39 th & Prospect	*	*					*	
4.2.2 Promote the use of visible surveillance measures at high crime intersections	*	*					*	
4.2.3 Promote the use of "Crime Prevention through Environmental Design" techniques	*	*	*			*	*	
5. Land Use & Zoning								
5.1 Zoning shall be modified to promote pedestrian-oriented development within the primarily single-family residential interior of the community while encouraging transit-oriented development patterns along the major arterials.								
5.1.1 Modify city zoning to downzone areas where commercial or high density residential patterns are allowed within the primarily single-family residential interior of the community	*	*				*		

Action Steps	Implementation Responsibility					Time Frame		
	Neighborhood	City	Nonprofits	County & State	Businesses	Short Term	Medium Term	Long Term
5.1.2 Modify city zoning to allow for commercial development in specific areas along BRW Drive	*	*				*		
6. Community Interest								
6.1 To promote economic growth in Ivanhoe, businesses and developments shall be held to high standards of development practice and employment practice that protect the interests of the community and bring opportunity to its residents.								
6.1.1 Modify city charter to require all vendors receiving payment through the city to abide by a city-wide Living Wage	*	*					*	
6.1.2 Modify city charter to require all vendors receiving payment through the city to practice First Source Hiring	*	*					*	
6.1.3a Modify city charter to require that 60% of vendors receiving payment through the city be resident firms (based on first source hiring criteria) or minority firms	*	*					*	
6.1.3b Modify city policy to exclude vendors that are not in compliance with minimum MBE/WBE participation requirements from future contracts	*	*					*	
6.1.4 Promote the use of locally owned operators in business developments that receive payment through the city	*	*					*	
6.1.5 Modify city policy to exclude vendors that have been found guilty of or censured for environmental mismanagement or violations from future contracts	*	*					*	
6.1.6 Modify city policy to require that new development lease agreements involve community oversight prior to being accepted	*	*					*	
6.1.7 Modify city charter to empower communities to amend the business licenses of nuisance businesses to exclude the neighborhood in which they are a nuisance	*	*	*				*	*
6.2 Developers that receive public funds shall contribute to resident homeownership by actively assisting current residents in becoming homebuyers.								
6.2.1 Modify city policy to require that for any new market rate housing development, no fewer than 15% of the units	*	*					*	

Action Steps	Implementation Responsibility					Time Frame		
	Neighborhood	City	Nonprofits	County & State	Businesses	Short Term	Medium Term	Long Term
(rounded up) must be set aside for affordable housing								
6.2.2 Modify city policy to require that all developers contribute 2% or greater of the project value to an IDA fund for first time home buyers	*	*					*	
6.3 The City, the community and its partners shall work together to increase the number of public health programs and recreation activities in Ivanhoe that are aimed at our youth.								
6.3.1 Promote the development of a youth activity center within walking distance of Ivanhoe	*	*	*					*
6.3.2 Promote the development of small neighborhood parks throughout Ivanhoe	*	*	*				*	
6.3.3 Promote that all eligible youth be enrolled in Medicaid at birth	*	*	*				*	
6.3.4 Promote that all DFS representatives who make home visits for abuse or neglect of children also report suspected abuse of the woman in the home	*	*	*				*	
6.3.5 Modify city policy to require that all animal control representatives who make home visits for abuse or neglect of animals also report suspected child abuse in the home	*	*	*				*	
6.3.6 Modify city policy to require the Water Department to perform regular sewer line audits – particularly evaluating lead levels	*	*					*	
6.4 The City, the community and its partners shall work together to increase the amount of green space and park space throughout Ivanhoe as doing so significantly improves the safety and health of our youth.								
6.4.1 Promote the allocation of city resources for the creation of green space and park space	*	*	*				*	*
6.4.2 Promote landscaping of street closures that is consistent with existing neighborhood landscaping	*	*					*	
6.4.3 Promote the use of easements, right of ways, and land trust property as part of structured green space planning	*	*	*				*	*
6.4.4 Promote regular air quality assessments that aim to identify the benefits of additional green space throughout the community	*	*	*				*	

Appendices

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APPENDICES: Hierarchy of Plans

FOCUS

The “FOCUS Kansas City Plan”, adopted by the City Council on October 31, 1997, by Resolution No. 971268, is Kansas City’s comprehensive and strategic plan, and the adopted policy guide for all land use and development decisions in the city. FOCUS stands for “Forging Our Comprehensive Urban Strategy”. FOCUS is made up of seven component plans that were developed to detail the action steps needed to make the FOCUS vision a reality. One of the component plans, the FOCUS Kansas City Urban Core Plan, makes specific land use recommendations about development in the Ivanhoe Neighborhood. Before the adoption of the Ivanhoe Neighborhood Plan, other plans, such as the Oak Park North and Oak Park South Area Plans, provided recommendations for land use and development in the neighborhood. The FOCUS Kansas City Plan does not replace the recommendations included in these plans. Instead it provides geographically specific guidelines as to how development should be occurring throughout the city.

The FOCUS Urban Core Plan identifies a number of strategies to revitalize the central city including the Ivanhoe Neighborhood. The plan recommends shifting land-use patterns throughout the urban core away from the strip commercial development to nodal development. With this type of development pattern, the most intensive uses are located at the intersection of major streets, roadways, and transit corridors. In order to achieve this goal, the plan recommends the development of mixed-use centers, great streets, and use of urban design guidelines.

Mixed-Use Centers

The FOCUS Urban Core Plan indicates that mixed-uses should be encouraged along major streets and intersections. Thirty-first (31st) Street and 39th Street are major streets with designated Mixed Use Centers at various intersections in Ivanhoe.

Community Mixed Use Centers are recommended at:

- 31st Street/Linwood Boulevard and Woodland Avenue
- 31st Street/Linwood Boulevard and Prospect Avenue

FOCUS supports large scale Community Mixed Use Centers that include large retail stores as well as high-density commercial and light industrial development. They require excellent vehicular access, vehicular parking and superior transit service.

Small Neighborhood Mixed Use Centers are recommended at:

- 39th Street/Woodland Avenue to Brooklyn Avenue
- 39th Street at Prospect Avenue

FOCUS promotes Small Neighborhood Centers that offer nearby residents a place to shop, have a meal, or get a haircut. The potential services that could be offered are wide ranging but would tend to be small-scale operations.

Great Streets

In conjunction with the mixed-use centers, the FOCUS Urban Core Plan designates a “Great Streets Network” to connect to and compliment the City’s existing Boulevard system. The

network links important institutions and activity centers and accommodates all modes of transportation through neighborhoods and mixed-use areas. The Great Streets Network offers the City a system by which to focus investment and target incentives to upgrade infrastructure, enhance the streetscape, and encourage activity that is attractive to pedestrians. The following Great Streets and Boulevards are designated in Ivanhoe:

- The Paseo Boulevard
- Prospect Avenue
- Linwood Boulevard
- 39th Street
- Brush Creek Boulevard/Emanuel Cleaver II Boulevard

Urban Design

The FOCUS Urban Core Plan recommends that special care be taken to protect surrounding neighborhoods from the encroachment of mixed-use development and the potential resulting nuisances. New development and improvements along the edges of mixed use centers in Ivanhoe will be characterized by transitional zones that step down in height to the neighborhoods and benefit, or do not adversely affect the neighborhood. Among the opportunities for appropriate transition from Ivanhoe to the designated mixed-use centers include:

- Buildings of 1-4 stores
- Buildings sensitive to Ivanhoe architecture and character

Parking for those businesses that face an arterial and do not face the neighborhood could be provided as a buffering use. Parking designed as a buffer should include the following characteristics:

- No parking allowed on corners of blocks
- Parking lot sizes will be a maximum of two parcel widths of the original plat of the block on which the lot sits
- Lots should be open when the businesses they support are open
- Lots should have compatible fences and gates to keep undesirable activity out of the lots after hours
- Heavy landscaping with shrubs, trees and low earth ferns
- Traffic calming strategies should be applied at entry points to neighborhoods

Area Plans

Area Plans like Oak Park North Area Plan (adopted by City Council December 16, 1976 by Resolution No. 41709) and Oak Park South Area Plan (adopted by City Council on August 18, 1976 by Resolution No. 48098) are prepared as guides for public policy regarding long-range land use and development in specific planning areas of the City. The Oak Park North and South Area plans were the plans of record for the Ivanhoe Neighborhood before the adoption of the Ivanhoe Neighborhood Plan. The Area Plans provide detailed recommendations regarding land use and development within the neighborhood. The following is an overview of the planning recommendations from each Area Plan.

Oak Park North Area Plan

The Oak Park North area includes the Ivanhoe Neighborhood from 31st Street to 39th Street and Paseo Boulevard to Prospect Avenue. Recommended land use includes:

- Low-density residential (0-8 units per acre) land use for the majority of the neighborhood.
- Medium-density residential (9-28 units per acre) uses are generally recommended along Bruce R. Watkins Drive and Paseo Boulevard.
- High-density residential (29 units and over per acre) uses are also recommended along Paseo Boulevard as well as Linwood Boulevard.
- Retail commercial uses are recommended on Prospect Avenue and 39th Street.

Long-range goals for the Oak Park North area include:

- Removal of dilapidated buildings
- Rehab of abandoned and deteriorated structures
- Addition of additional parks and open space
- Heavily subsidized area improvements
- Implementation of a grounds and exterior codes enforcement program
- Development of a property maintenance demonstration program

Oak Park South Area Plan

The Oak Park South area includes the Ivanhoe Neighborhood from 39th Street to Brush Creek Boulevard and Paseo Boulevard to Prospect Avenue. Recommended land use includes:

- Low-density residential (0-8 units per acre) land use for a large portion of the neighborhood.
- Medium-density residential (9-28 units per acre) uses are generally recommended along Bruce R. Watkins Drive as well as Paseo and Brush Creek Boulevards.
- High-density residential (29 units and over per acre) uses are also recommended on 47th Street between Paseo Boulevard and Woodland Avenue.
- Retail commercial uses are generally recommended at the intersection of Paseo Boulevard and Brush Creek Boulevard as well as along Prospect Avenue.
- Parks and open space uses are recommended near Bruce R. Watkins Drive at Brush Creek Boulevard.

Long-Range Goals for the Oak Park South area include:

- Removal dilapidated buildings
- Rehabilitation of deteriorated structures
- Heavy reliance on public funds to finance area improvements
- Development of a property maintenance demonstration program
- Use of Section 8 subsidies to supplement market rate units including rehabilitated units

APPENDICES: History of the Ivanhoe Neighborhood

Originally formed in December 1967, the Ivanhoe Neighborhood Council represents one of the oldest, organized neighborhoods in the Kansas City area. Located 31st to Emanuel Cleaver II Blvd and Paseo to Prospect, Ivanhoe began as farming community back in the 1880's. Ivanhoe then evolved to become residence to a large population of middle class, white citizens whose large homes were characterized by beautiful front porches and lush green lawns. Ivanhoe was a thriving community. In the mid 1960's, the racial composition of the neighborhood changed

almost overnight from white to black. Shortly thereafter, the state purchased a stretch of land that cut Ivanhoe in half in order to make way for the construction of Bruce R. Watkins Drive.

Because of legal disputes involving the construction of Bruce R. Watkins Drive, the vacant heart of Ivanhoe remained barren for many years and became the target for illegal dumping and crime. For those homeowners choosing to remain, the neighborhood became an area of drug trafficking, high rates of crime, abandoned houses and blight. Ivanhoe quickly became one of the most impoverished and unstable neighborhoods in the city.

In the mid 1990's, a renewed movement began to take shape. Led by a cadre of outstanding Ivanhoe residents, their desire was to restore the neighborhood to its original beauty. Today the Ivanhoe Neighborhood Council is gaining prominence as one of the most progressive neighborhood organizations in the city. Attendance at monthly meetings numbers upwards of 75 and active committees address the issues of beautification, economic development/housing and employment, crime and safety, youth and family issues, communications, hospitality, and benevolence. Additional subcommittees pursue the work of such innovative programs as community policing and restorative justice. Currently more than 180 block contacts are at work coordinating efforts in their immediate neighborhoods, thereby strengthening not only communication, but also the feeling of true neighborhood unity.

The Council helps coordinate monthly block clean-ups, encourages voter registration, works with the city to identify and demolish abandoned, unsafe houses and buildings, helps residents identify resources for minor home repair and other city services, works closely with the local police officers to close drug houses and eradicate other crime activities, explores sources for new housing in the area, and organizes activities for neighborhood youth. A quarterly newsletter informs residents of the activities taking place in their neighborhood and encourages them to become involved. Our most involved partner, the Front Porch Alliance, contributes significantly to youth programming, community education initiatives, and capacity development programs. All of the coordinated activities, the actively involved residents and community partnerships combine and, in their culmination, are the reason that Ivanhoe is indeed on the road to realizing its vision: Ivanhoe – A Thriving Community!

APPENDICES: Survey Instruments

During the creation of the Ivanhoe Neighborhood Plan, the community was surveyed to ascertain which issues were of the greatest priority. The survey results are presented here.

Prioritization Survey

Please order the following issues with the number 1 representing the issue that should be our highest priority and the number 6 or 7 representing what should be our lowest priority. The issues are listed in alphabetical order.

	Community This priority refers to issues regarding how well the community partners with other organizations, how well neighbors get along and basic quality of life issues such as noise and litter control.
	Crime This priority refers to issues regarding the safety of the neighborhood, the community's relationship with local law enforcement agencies and the presence of criminal activity.
	Economics This priority refers to issues regarding the availability of jobs, the creation of new businesses and the viability of businesses currently operating in the community.
	<u>Housing</u> This priority refers to issues regarding the housing stock, new housing developments, rehabilitation of existing housing and the removal of blight.
	Programming This priority refers to issues regarding the availability of activities both educational and entertaining. These activities can be aimed at different age groups or different interest groups.
	Transportation This priority refers to issues regarding how easily residents can move in and out of Ivanhoe as well as how easily residents can move around within Ivanhoe.
	Other <hr/> <hr/> <hr/>

Critical Priorities Survey

Please order the following issues with the number 1 representing the issue that should be our highest priority and the number 4 or 5 representing what should be our lowest priority. The issues are listed in alphabetical order.

	Business/Jobs This priority refers to issues regarding the availability of jobs, the creation of new businesses and the viability of businesses currently operating in the community.
	Community Concerns This priority refers to issues regarding how well the community partners with other organizations, how well neighbors get along and basic quality of life issues such as noise and litter control.
	Crime This priority refers to issues regarding the safety of the neighborhood, the community's relationship with local law enforcement agencies and the presence of criminal activity.
	<u>Land Use</u> This priority refers to issues regarding the housing stock, new housing developments, rehabilitation of existing housing and the removal of blight.
	Other <hr/> <hr/> <hr/>

Community Responses and Collected Data

The issues that were identified as needing the most attention are listed below. They are in order of how frequently they were mentioned by community members. Once these responses were reviewed, we collected data to describe how our community has changed in these areas over the past 1-10 years. The descriptive paragraphs tell that story.

1. Housing

According to data collected from the City of Kansas City, census data and the Federal Reserve Bank, residents of Ivanhoe are more likely than in most parts of the city to be denied for a loan (whether for a mortgage, a refinance or a home improvement loan). Our housing stock is strong, but aging. Our curbs and streets are no worse than the rest of the city. The housing issues identified as a concern at the last Community Meeting are:

- a. Rehabilitation of existing homes
- b. New housing
- c. Removal of blight
- d. Landscaping
- e. New residents**

2. Economics

According to data collected from the City of Kansas City, census data, local chambers of commerce and local CDC's, Ivanhoe has not seen growth in its job market or in the number of small businesses being operated in Ivanhoe. Minority contractors continue to struggle to compete. The grocery store at 31st & Prospect is scheduled to be redeveloped this year. The economic issues identified as a concern at the last Community Meeting are:

- a. Community jobs
- b. New small businesses
- c. New grocery store
- d. Minority contractor involvement

3. Programming

According to data collected from the census, Ivanhoe's senior population will continue to grow faster than any other age group in the next 10 years. This group is closely followed by the 18-35 age group. The programmatic issues identified as a concern at the last Community Meeting are:

- a. Youth programming
- b. Educational programming
- c. Senior programming**

4. Community

- a. Communication with agencies and neighbors
- b. Community agencies and church collaborations
- c. Reduce noise level

5. Transportation

According to data collected from the City of Kansas City and MARC, Ivanhoe's transportation infrastructure is as good as anywhere in the city. Our easy access to multiple highways combined with our location in the city and our popular bus routes make getting around the outskirts of Ivanhoe convenient. Our sidewalks are rated as no worse than anywhere else in Kansas City, however, this is not good news. The transportation issues identified as a concern at the last Community Meeting are:

- a. Street and sidewalk improvements
- b. More bus stops**

6. Crime

According to the KCPD, property crimes and decreased in Ivanhoe and crimes against person have plummeted. Ivanhoe continues to deal with drug related crimes, but even those have seen decline. The criminal issues identified as a concern at the last Community Meeting are:

- a. Police involvement and response times
- b. Reduction in drug related problems**

Ivanhoe Strategic Plan Developed By Ivanhoe Residents & Partners in 2000

Beautification

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
B-1	Set up four quadrant areas to work on beautification.	<input checked="" type="checkbox"/> Step 1: Quadrant leaders assist organizer in identifying new block captains who will organize block and create plans for beautification, such as clean-ups, planting flowers and gardens, & abating codes.	Ivanhoe Neighborhood Council (INC)
B-2	Quadrant leaders work with residents to correct code violations.	<input checked="" type="checkbox"/> Step 1: Help residents identify code violations, coordinate with inspector, abate problems & apply for resources. Turn uncooperative neighbors over to codes process. <input checked="" type="checkbox"/> Step 2: Inform residents when their block has case before Housing Court. <input type="checkbox"/> Step 3: Research other neighborhoods approach to code violations <input type="checkbox"/> Step 4: Report information from research to committee.	INC
B-3	Improve the area's infrastructure (i.e., curbs, sidewalks, catch basins, etc.).	<input checked="" type="checkbox"/> Step 1: Identify in block plans curb, sidewalk, & other infrastructure needs for consideration of needs in neighborhoods annual PIAC request. <input type="checkbox"/> Step 2: Community organizer & committee stay abreast of PIAC request & keep residents informed.	INC
B-4	Create and post neighborhood banners.	<input checked="" type="checkbox"/> Step 1: Choose banner design. <input checked="" type="checkbox"/> Step 2: Present banner design & discuss resources for placement of banners with city staff. <input checked="" type="checkbox"/> Step 3: Designate areas to place banners & contact KCPL for installation schedules. <input checked="" type="checkbox"/> Step 4: Install Banners on light poles.	INC – JJ
B-5	Plant new trees	<input checked="" type="checkbox"/> Step 1: Investigate potential services & funding from MO. Dept. of Conservation & KC Parks and Rec. for tree planting. <input type="checkbox"/> Step 2: Survey residents to identify where to plant trees & maintenance of trees. <input type="checkbox"/> Step 3: Form agreement with residents who will assist with maintenance. <input type="checkbox"/> Step 4: Plant trees	Front Porch Alliance (FPA)

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
B-6	Initiate a litter-free community campaign	<input checked="" type="checkbox"/> Step 1: Meet with partners to determine how to work with churches, schools, & block networks to implement annual campaign. Identify campaign goals, & timetable. <input type="checkbox"/> Step 2: Implement time line tasks & partnerships. Align efforts with Clean Sweep Initiative. <input type="checkbox"/> Step 3: Implement campaign & document results. <input type="checkbox"/> Step 4: Determine activities during the summer & how to prep for the activities prior to the summer/end of school. <input type="checkbox"/> Step 5: Repeat process.	Bridging the Gap (BTG)
B-7	Tool sharing program	<input checked="" type="checkbox"/> Step 1: Set up taskforce to implement program. Determine the tools needed by residents. <input checked="" type="checkbox"/> Step 2: Assess need and pros & cons of tools requested. Determine liability issues & identify plan for addressing issues. <input checked="" type="checkbox"/> Step 3: Determine items to be used in program & where to centrally store items. Identify plan to secure items. <input type="checkbox"/> Step 4: Implement plan as 90-day pilot project. <input type="checkbox"/> Step 5: Determine next steps based off pilot program.	INC FPA
B-8	Target attention on key property owners with code violations	<input checked="" type="checkbox"/> Step 1: Contact Town Fork Creek to examine their program & outcomes. <input type="checkbox"/> Step 2: Invite code officers to beautification committee to assist in prioritizing problem properties. <input type="checkbox"/> Step 3: Monthly report on prioritized properties.	INC – JJ
B-9	Promote area parks and related services Refer to B-20	<input checked="" type="checkbox"/> Step 1: Obtain list of parks/ playgrounds in Ivanhoe area & forward information to Communications Committee. <input checked="" type="checkbox"/> Step 2: Review list & document amenities parks offer. <input type="checkbox"/> Step 3: Promote findings of park review in quarterly newsletter. <input type="checkbox"/> Step 4: Annually contact Parks & Rec. to update list of parks & amenities. Follow above steps to promote in newsletter.	INC - Beautification & Communications Committees

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
B-10	Pilot a model area bulky-item pickup system/tire pick up	<input type="checkbox"/> Step 1: Invite environmental management to Beautification meetings to partner in evaluation of existing program. <input type="checkbox"/> Step 2: Develop plan to address monitoring bulky items pickup & tire removal. <input type="checkbox"/> Step 3: Implement plan.	INC – JJ
B-11	Recognize property owners who appropriately care for their properties	<input checked="" type="checkbox"/> Step 1: Regularly assess quadrants & submit address from each to model well maintained property. Quadrant leaders & block captains can assist. <input checked="" type="checkbox"/> Step 2: Recognize properties in newsletter. <input type="checkbox"/> Step 3: Determine cost to design & produce yard signs. <input type="checkbox"/> Step 4: Purchase yard signs <input type="checkbox"/> Step 5: Post one sign in each quadrant.	INC - Beautification & Communications Committees
B-12	Enforce no dumping laws; post signs and emphasize “No More Tires!”	<input checked="" type="checkbox"/> Step 1: Partner with Keep Kansas City Clean, Neighborhood/Community Services, Environmental to explore “No Dumping” laws & fines. <input checked="" type="checkbox"/> Step 2: Implement posting of new signs. <input type="checkbox"/> Step 3: Report to committee lots posted.	INC – JJ
B-13	Get rid of disabled, unlicensed cars	<input checked="" type="checkbox"/> Step 1: Review current laws & ordinances pertaining to disabled & unlicensed vehicles. <input type="checkbox"/> Step 2: Work with quadrant leaders/block captains to identify locations of vehicles. <input type="checkbox"/> Step 3: Work with city to enforce compliance. <input type="checkbox"/> Step 4: Work with Codes Enforcement to address due process steps to correct violations.	KCMO - Neighborhood & Community Services Department
B-14	Enforce conformance of businesses/other activities to existing zoning	<input checked="" type="checkbox"/> Step 1: Obtain map listing of current zoning & identify properties not properly zoned. <input type="checkbox"/> Step 2: Work with Code Enforcement, block captains/ quadrant leaders, to begin procedures to notify property owners violating zoning. <input type="checkbox"/> Step 3: Work with city to enforce property owners comply with laws. Promote compliance process in newsletter. <input type="checkbox"/> Step 4: Work with Code Enforcement to correct violations. Quarterly review zoning violations with quadrant leaders/block captain <input type="checkbox"/> Step 5: Work the Ivanhoe Redevelopment Plan	INC - Beautification Committee

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
B-15	Restore the area's housing stock	<input checked="" type="checkbox"/> Step 1: Inform residents of concern in block plan for housing improvement programs through use of city programs eligible to residents/ FPA assistance.	Swope Community Builders (SCB) – Brenda Garrett Local Initiatives Support Corporation (LISC)
B-16	Increase the number of area trash barrels	<input checked="" type="checkbox"/> Step 1: Identify bus routes in area & number of trash receptacles along routes. Also, survey trash along routes. <input checked="" type="checkbox"/> Committees assess findings & determine location of additional containers. <input checked="" type="checkbox"/> Present info to KC Metro & request timeline to assess request & make decision.	INC - Beautification Committee
B-17	Plant and maintain new gardens in each quadrant	<input type="checkbox"/> Step 1: Plan with quadrant/ block leaders to determine sites for gardens. <input type="checkbox"/> Step 2: Plan with residents of potential garden areas & get commitment to maintain. <input type="checkbox"/> Step 3: Identify content of gardens in area. <input type="checkbox"/> Step 4: Plant & maintain gardens in each quadrant.	FPA
B-18	Improve area landscaping along Bruce R. Watkins Drive	<input checked="" type="checkbox"/> Step 1: Identify Ivanhoe representatives to serve on BRWD neighborhood meetings. <input checked="" type="checkbox"/> Step 2: Attend meetings of BRWD neighborhood & inform committee. Determine how to promote Ivanhoe identity around corridor. <input checked="" type="checkbox"/> Step 3: Present feedback of committee to BRWD neighborhood. Develop plan to promote Ivanhoe's identity around corridor. <input checked="" type="checkbox"/> Step 4: Continue working with BRWD neighborhood and providing feedback.	INC - Beautification Committee
B-19	Promote area beautification projects	<input checked="" type="checkbox"/> Step 1: Draft plan to outline initiatives plans for 5 target areas & present to committee. <input checked="" type="checkbox"/> Step 2: Identify timetable to implement plan. <input checked="" type="checkbox"/> Step 3: Promote campaigns & recruit participants (especially youth). <input checked="" type="checkbox"/> Step 4: Implement campaign & document results. <input checked="" type="checkbox"/> Promote plan as model for other communities.	BTG
B-20	Make improvements to Sanford-Brown Park areas (INC – JJ) 03/2002		KCMO – Parks & Recreation Department

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
B-21	Schedule regular neighborhood clean ups	<input checked="" type="checkbox"/> Step 1: Work with FPA, Beautification Committee, block captains to identify areas to cleanup. <input checked="" type="checkbox"/> Step 2: Distribute schedule of monthly clean ups. <input type="checkbox"/> Organize & implement monthly cleanups.	INC – JJ
B-22	Participate in the city's Clean Sweep campaigns	<input checked="" type="checkbox"/> Step 1: Partner with Environmental Dept. to determine Ivanhoe Clean Sweep dates. <input checked="" type="checkbox"/> Step 2: Identify areas to focus on during event, dumpster sites, & volunteers. <input type="checkbox"/> Step 3: Mailing of letters & flyers to businesses & churches in Ivanhoe asking for participation & donations. <input type="checkbox"/> Step 4: Collect/ purchase supplies for cleanup.	
B-23	Provide minor home repair services for home owners who are not eligible for city or other services	<input type="checkbox"/> Step 1: Work with quadrant/block leaders; determine home repair needs for urgent blocks. Determine if potential for “sweat equity” or partnerships for project. <input type="checkbox"/> Step 2: Create agreement with residents desiring repairs. <input type="checkbox"/> Step 3: Implement plan & include partners. <input type="checkbox"/> Step 4: Continue ongoing as appropriate.	FPA KCP&L LISC KCMO
B-24	Design and implement Project CLEAN using “Litter Bug” anti-littering model	<input type="checkbox"/> Step 1:	FPA Churches, Schools EPA
B-25	Maintain one community garden and encourage residents planting individual gardens in their own yards.	<input type="checkbox"/> Step 1:	FPA - PS

Youth, Family Life & Education

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
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#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
FY-1	Develop youth sports leagues in partnership with police	<input checked="" type="checkbox"/> Step 1: Develop plan & time frame with Police Athletic League (PAL) to involve youth. <input type="checkbox"/> Step 2: Begin recruiting youth, team building, & setting up games. <input type="checkbox"/> Step 3: Recruit committed adults. <input type="checkbox"/> Step 4: Assess results of first six months of program. Relate to summer youth programs.	KCMO PD – Police Athletic League INC – Youth, Family Life & Education Committee
FY-2	Increase opportunities for positive interaction between youth and police	<input type="checkbox"/> Step 1:	KCMO PD - Central Patrol
FY-3	Block level support to residents	<input type="checkbox"/> Step 1: Building Blocks organizer remains informed of resources to assist residents with social issues. <input type="checkbox"/> Step 2: Provide generic resources list in block organizing packet & research request not in packet. <input type="checkbox"/> Step 3: Refer block residents to resources.	KCMO - Building Blocks Program LISC Move-Up
FY-4	Set up “Safe homes” for children to go to in emergency situations	<input type="checkbox"/> Step 1: Identify resident volunteers to serve as “Safe Home” for block children. <input type="checkbox"/> Step 2: Inform Police Dept. of “Safe Home” addresses to be on record for emergencies.	KCMO - Building Blocks Program LISC Move-Up
FY-5	Involve youth in addressing neighborhood needs	<input type="checkbox"/> Step 1: Recruit youth to assist adult block captains. <input type="checkbox"/> Step 2: Contact NCADD to serve on community team. <input type="checkbox"/> Step 3: Obtain area map from city & plot adult & youth block captains.	LISC Move-Up NCADD

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
FY-6	Recruit/train youth block leaders for neighborhood planning initiatives	<input type="checkbox"/> Step 1: Identify youth to work with block captains in activities & encourage leadership. Encourage youth involvement in Youth Committee.	Building Blocks LISC Move-Up NCADD
FY-7	Increase parent activity in area schools	<input type="checkbox"/> Step 1: Meet with schools, parent groups, & other partners to begin annual "Learning is a Family Affair" where family members participate in a fun fair. <input type="checkbox"/> Step 2: Invite education based groups, volunteers, and entertainers to participate. <input type="checkbox"/> Step 3: Plan creative publicity campaign. <input type="checkbox"/> Step 4: Develop planning team to implement plan/event <input type="checkbox"/> Step 5: Annually repeat process.	Move-Up FPA
FY-8	Invite youth representatives to identify community assets	<input type="checkbox"/> Step 1: Coordinate with Jessie Jefferson & Kauffman Youth Leadership Council to plan youth rally for youth to meet for a day of fun & leadership development. <input type="checkbox"/> Step 2: Implement & evaluate event. <input type="checkbox"/> Step 3: Implement plans created by youth leaders. <input type="checkbox"/> Step 4: Annually repeat process.	
FY-9	Increase services to the elderly and homebound	<input type="checkbox"/> Step 1: Contact MARC Commission on Aging & local congregate site to discuss how Council can promote available services. <input type="checkbox"/> Step 2: Visit congregate sites to determine range of services. <input type="checkbox"/> Step 3: Discuss site services & options for expanding outreach. (MARC and related agencies.) <input type="checkbox"/> Step 4: Work with MARC and related agencies to implement expanded outreach & enhanced services. <input type="checkbox"/> Step 5: Kick off expanded outreach in May as part of Senior Citizens Month.	INC – Youth, Family Life & Education Committee MARC - Commission on Aging
FY-10	Expand transportation services for elderly and physically-impaired	<input type="checkbox"/> Step 1: Collect information on available transportation services in area for seniors & physically-impaired. <input type="checkbox"/> Step 2: Investigate use of transportation services by residents & examine need for services. <input type="checkbox"/> Step 3: Discuss with transportation providers options for expanded services. <input type="checkbox"/> Step 4: Promote expanding existing services by tracking service usage over 6 months. Elicit information through newsletter & other ways to determine if residents are aware of services.	INC – Youth, Family Life & Education Committee MARC - Commission on Aging

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
FY-11	Create/distribute information on available area services	<input type="checkbox"/> Step 1: Research existing support services available for area youth & families. <input type="checkbox"/> Step 2: Determine format for listing services. <input type="checkbox"/> Step 3: Determine how to distribute plan/other materials <input type="checkbox"/> Step 4: Create & print service guide. <input type="checkbox"/> Step 5: Disseminate guide.	
FY-12	Increase churches' role in community outreach and services delivery	<input type="checkbox"/> Step 1: Contact area church pastors to identify existing & potential community services. <input type="checkbox"/> Step 2: Develop a "menu" of potential programs to provide suggestions to pastors. <input type="checkbox"/> Step 3: Assist churches in starting, or enhancing programs/services. Offer finding other churches to partner. <input type="checkbox"/> Step 4: Provide 1-day workshop for program enhancement & partnership for church leaders. <input type="checkbox"/> Step 5: Repeat as needed.	
FY-13	Provide referrals to families and individuals to needed services	<input checked="" type="checkbox"/> Step 1: Meet with school/ community liaisons & discuss area family needs. <input type="checkbox"/> Step 2: Investigate making local schools "Caring Community Schools". <input type="checkbox"/> Step 3: Use liaisons suggestions & create plan for providing information to area families. <input type="checkbox"/> Step 4: Investigate creating "community learning centers" at 1, or all Ivanhoe schools. <input type="checkbox"/> Annually repeat process.	FPA
FY-14	Develop intergenerational activities	<input type="checkbox"/> Step 1: Meet with MARC, Foster Grandparents, RSVP, and churches to determine interest in intergenerational activities. <input type="checkbox"/> Step 2: Meet with area church pastors about hosting intergenerational programs. <input type="checkbox"/> Step 3: Develop "menu" of suggestions for host churches. <input type="checkbox"/> Step 4: Support initiation of intergenerational programs in area churches.	FPA
FY-15	Offer incentives to promote youth involvement	<input type="checkbox"/> Step 1: Identify incentives. Develop Ivanhoe youth slogan/ logo. <input type="checkbox"/> Step 2: Determine number of t-shirts, caps, & other incentives are needed. <input type="checkbox"/> Step 3: Study cost of t-shirts, caps & other incentives	INC – Youth, Family Life & Education Committee

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
FY-16	Increase internship opportunities for area youth	<input type="checkbox"/> Step 1: Meet with partners to identify programs & resources for youth. Visit with youth to identify needs & needed resources. <input type="checkbox"/> Step 2: Provide information on available services via newsletter, block contacts, schools. Identify resources to address unmet needs. <input type="checkbox"/> Step 3: Promote Ivanhoe as resource for linking needs & services. <input type="checkbox"/> Step 4: Assess results of expanded & new programs.	Move-Up Full Employment Council (FEC)
FY-17	Develop youth leadership skills to involve in more youth in community projects/ after-school programs	<input type="checkbox"/> Step 1: Secure funds to implement programs. <input type="checkbox"/> Step 2: Implement program with area youth. <input type="checkbox"/> Step 3: Examine results and benefits of efforts. Assess next step. <input type="checkbox"/> Step 4: Publicize individual sites operation & impact on youth.	University Extension / 4-H
FY-18	Create a Youth Section in the Ivanhoe Newsletter	<input type="checkbox"/> Step 1: Identify & invite youth to planning meeting. <input type="checkbox"/> Step 2: Hold planning meeting to document assets & needs of community youth. <input type="checkbox"/> Step 3: Schedule activities to address youth needs & promote in newsletter, flyers.	INC – Youth, Family Life & Education Committee
FY-19	Address attendance problems at area schools	<input type="checkbox"/> Step 1: Meet with school/ community liaisons to discuss how committee can help to address issues & individual students. <input type="checkbox"/> Step 2: Use suggestions of school/community liaisons & create a follow through plan. <input type="checkbox"/> Step 3: Investigate linking students with caring adult. <input type="checkbox"/> Step 4: Implement plan for school year. <input type="checkbox"/> Step 5: Repeat cycle each school year.	FPA
FY-20	Increase volunteer support in schools (work with students)	<input type="checkbox"/> Step 1: Meet with school district officials to determine need for volunteers. <input type="checkbox"/> Step 2: Meet with Youth Friends to determine training & background check. <input type="checkbox"/> Step 3: Recruit, train, & place volunteers with students & in classroom. <input type="checkbox"/> Step 4: Support volunteers. <input type="checkbox"/> Step 5: Continue yearly.	
FY-21	Offer free health care services and information to residents on Saturdays	<input type="checkbox"/> Step 1: Create Saturday morning health care clinic open to uninsured residents of Ivanhoe. <input type="checkbox"/> Step 2: Evaluate & expand Saturday clinic as necessary. <input type="checkbox"/> Step 3: Survey female residents to determine need for distribution of women's health care information. If needed, implement program with health professional volunteers. <input type="checkbox"/> Step 3: Survey community for elderly health care needs. Identify partners for needs.	

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
FY-22	Partner with other youth serving organizations like Boys and Girls Clubs and Big Brothers/Big Sister to provide services in the area	<input type="checkbox"/> Step 1: Fill in I don't have.	
FY-23	Examine ways to make use of COMBAT resources and programs to serve the area	<input type="checkbox"/> Step 1: Fill in I don't have.	INC – Youth, Family Life & Education Committee

Economic Development, Housing & Jobs

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
ED-1	Draft a neighborhood-focused land use plan	<input type="checkbox"/> Step 1: No steps listed in action plan.	INC - Economic Development, Housing & Jobs
ED-2	Remove chemicals and contaminated soil/products from in the area.	<input type="checkbox"/> Step 1: Contact city staff working on Brownfield's to get listing of area contaminated properties, owners, & status. <input type="checkbox"/> Step 2: Present listing of area Brownfield's properties & status. Determine steps to deal with properties. Identify resources to implement. <input type="checkbox"/> Step 3: Work with city staff to draft timeline outline for addressing Brownfield's in Ivanhoe & resources. <input type="checkbox"/> Step 4: Implement steps & keep committee informed of progress.	INC - Economic Development, Housing & Jobs KCMO - Brownfield's initiative
ED-3	Promote area housing preservation and restoration.	<input type="checkbox"/> Step 1: Contact Landmarks Commission, Kansas City Historical Society, etc. to obtain historical information on existing properties. <input type="checkbox"/> Step 2: Present & examine historical information on properties. <input type="checkbox"/> Step 3: Identify priority properties to be targeted for immediate action. Identify ways to highlight historical properties & information. <input type="checkbox"/> Step 4: Identify plan for documentation of historical properties significant to area.	INC - Economic Development, Housing & Jobs KCMO - Landmarks Commission

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
ED-4	Create a process for residents to purchase and use vacant lots.	<input checked="" type="checkbox"/> Step 1: Get listing of land trust lots. <input type="checkbox"/> Step 2: Identify Land Trust procedures for disposal & cost of lots. <input type="checkbox"/> Step 3: Obtain information from Ivanhoe residents. <input type="checkbox"/> Step 4: Sign agreements about how residents will use land trust lots.	INC - Economic Development, Housing & Jobs Residents – property owners KCP&L Businesses - James B. Nutter
ED-5	Match up residents with available housing, needed services and screened contractors.	<input type="checkbox"/> Step 1: Obtain information regarding support services & identify reliable contractors. Committee assist gathering information. <input type="checkbox"/> Step 2: Prepare newsletter article & related documents for information on workers to refer to when persons are looking for work in neighborhood. <input type="checkbox"/> Step 3: Prepare referrals' file for neighborhood office & respond to referral calls. <input type="checkbox"/> Step 4: Ongoing updating of list.	INC - Economic Development, Housing & Jobs
ED-6	Examine incentives for constructing new area housing	<input type="checkbox"/> Step 1: Send letters to CDC's seeking involvement for housing development. <input type="checkbox"/> Step 2: Follow-up with CDC's to discuss cooperation. Follow up with Community Builder's plans for housing in Ivanhoe. <input type="checkbox"/> Step 3: Develop agreements with CDC's. <input type="checkbox"/> Step 4: Committee regularly meet with CDC's.	INC - Economic Development, Housing & Jobs
ED-7	Promote and support area homeownership	<input type="checkbox"/> Step 1: Obtain home ownership records & share information with residents. <input type="checkbox"/> Step 2: Use newsletter/block captain network to gather input about owning property in Ivanhoe. <input type="checkbox"/> Step 3: Examine need & resources to identify support services to assist persons in buying & maintaining homes. <input type="checkbox"/> Step 4: Implement and promote new & existing services. <input type="checkbox"/> Step 5: Elicit input regarding services & service use. Assess feedback.	INC - Economic Development, Housing & Jobs Other Developers
ED-8	Assist in the purchase and renovation of abandoned homes.	<input type="checkbox"/> Step 1: Obtain listing of abandoned homes & legal ownership. <input type="checkbox"/> Step 2: Contact legal property owners to see if they'll improve property, or partner with other to improve. <input type="checkbox"/> Step 3: Prioritize 5-10 homes to work on. Target those that be easiest to renovate. <input type="checkbox"/> Steps 4: Committee follow-up to determine effectiveness.	Residents - property owners Residents - non-property owners

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
ED-9	Provide minor home repair services for area homeowners, not eligible for other services	<input type="checkbox"/> Step 1:	INC - Economic Development, Housing & Jobs
ED-10	Provide gardening and home improvement services/tools.	<input type="checkbox"/> Step 1: Investigate businesses located in the area that will provide gardening/ home repair services. <input type="checkbox"/> Step 2: Call businesses to determine interest in discounting/ donating services, or providing training/ education to resident. <input type="checkbox"/> Step 3: Distribute information about available services & how to access them. Coordinate system for borrowing tools/ equipment. <input type="checkbox"/> Step 4: Repeat as needed.	FPA KCMO - Community Gardens
ED-11	Promote financial literacy skills.	<input type="checkbox"/> Step 1: Meet with Consumer Credit Counseling Service rep. to discuss services & ways to increase use of program by Ivanhoe residents. <input type="checkbox"/> Step 2: Identify ways to promote services. Formalize plan for implementation & formalize an agreement. <input type="checkbox"/> Step 3: implement outreach promotion. <input type="checkbox"/> Step 4: Communications committee work with Consumer Credit Counseling to determine ways to further promote campaign.	INC - Economic Development, Housing & Jobs Consumer Credit Counseling Services
ED-12	Establish more, higher quality area retail outlets (i.e. grocery stores/gas stations)	<input type="checkbox"/> Step 1: Identify area retail/ commercial businesses. <input type="checkbox"/> Step 2: Identify vacant & occupied residential properties. Differentiate owner & renter occupied. <input type="checkbox"/> Step 3: Identify number of vacant land tracts in area. Determine need for retail & other services. <input type="checkbox"/> Step 4: Analyze plans of neighborhood for Ivanhoe. Develop a comprehensive neighborhood strategy. <input type="checkbox"/> Step 5: Elicit feedback. Explore marketing needs.	CDC of K. C. INC - Economic Development, Housing & Jobs
ED-13	Promote economic development opportunities to support organized block activities.	<input type="checkbox"/> Step 1: Discuss block plans & identify residents concerns & needs. <input type="checkbox"/> Step 2: Committee & community organizer stay aware of resource/services request process & inform residents of status of needs of individual blocks.	INC - Economic Development, Housing & Jobs Move-Up

Crime & Safety

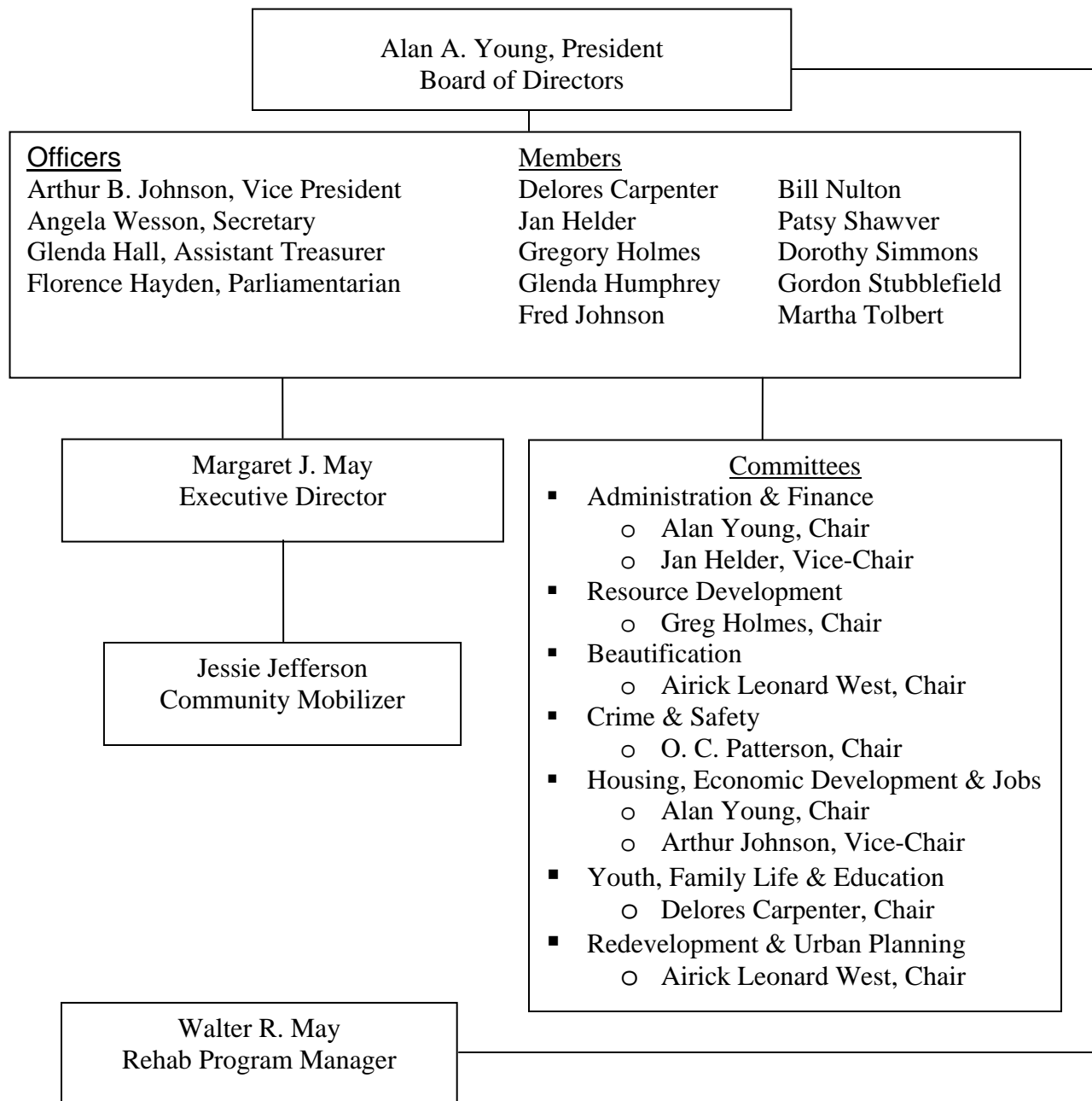
#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
CS-1	Improve communications between residents and police officers Increase and enhance community/police public relations [formerly CS-11, combined at 11/19/01 meeting]	Step 1: Schedule regular monthly meetings & in quarterly present summaries addressing priority crime/ safety issues. Invite individuals that can assist. Step 2: Examine CC from action plan & evaluate progress, & concerns. Step 3: Use newsletters to communicate. Step 4: Semi-annually asses progress & make changes.	Ongoing
CS-2	Reduce area crime	Step 1: Obtain printout of area crime information. Step 2: Crime committee review monthly crime data. Step 3: Contact enforcement officials to attend meetings. Step 4: Conduct Crime workshop Step 5: Implement Night Out against Crime Event Neighborhood-wide	Ongoing Annual Event
CS-3	Close area drug houses	Step 1: Identify drug houses. Develop chart to track open & closed drug houses. Step 2: Involve with CAT officers, Narcotic Unit, to inform residents of actions to close drug houses. Step 3: Send letters to suspected Drug houses.	Ongoing
CS-4	Demonstrate civic actions that reduce area crime.	Step 1: Partner with area Ivanhoe partners, block/contact leaders to examine crime issues. Step 2: Develop strategies/ campaign to draw attention to criminal activities. Step 3: Partner with officials & agency representatives to implement campaigns/ initiatives.	Ongoing
CS-5	Provide information to residents/youth about risky behaviors.	<u>Move this to youth council.</u>	
CS-6	Promote crime prevention programs at the block level through distribution of materials available by city's Community Block Grant on Crime Prevention.	Step1: Prepare list of block level contacts. Step 2: Develop plan to distribute crime prevention items on block level.	Ongoing

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
CS-7	Provide information regarding date rape and other forms of abuse.	Step 1: Contact M.O.C.S.A. to discuss opportunities to work with Crime Committee. Step 2: Collect information from other groups to include in display information. Step 3: Offer yearly information Workshop on Sexual Abuse or other physical abuse.	Ongoing
CS-8	Expand and enhance police outreach in Ivanhoe by providing business cards for CAT officers.	Step 1: Work with CAT officers to prepare business cards. Step 2: Have cards of Ivanhoe officers for residents, churches and schools. Step 3: Print card information in newsletter.	KCMO PD - CAT Officers Ongoing
CS-9	Implement an area Walkers on Watch program.	Step 1: Contact the Health Department to implement Walkers on Watch program. Step 2: Implement program in selected areas with trained volunteers. Get feedbacks on participant's reaction.	Completed
CS-10	Use church networks to distribute forms -Distribute police reporting forms	Step 1: Contact area church representatives to discuss crime & safety issues. Step 2: Work with first group of area churches willing to distribute forms to congregation. Step 3: Invite other area churches to participate.	One minister breakfast meeting Second minister lunch. A third mailing will go out this fall.
CS-11	Increase and enhance community/police public relations. (KCMO Police Department – Central Patrol)		

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
CS-12	Reduce area speeding, especially residential streets.	Step 1: Meet with police dept. representatives to discuss Ivanhoe traffic issues. Step 2: Address priority traffic/ congestion issues. Step 3: Assess, report, and document success of efforts.	Ongoing
CS-13	Examine existing area community crime prevention programs.	Step 1: Invite police department, cities crime prevention rep. to do presentation on programs. Step 2: Yearly assess effectiveness of programs & make recommendations for improvements. Step 3: Determine next step for next year.	INC – Crime & Safety Committee <u>Combine with CS2</u>
CS-14	Review applications for new/renewed liquor licenses.	Step 1: Check quarterly for new liquor applications Step 2: Report/testify about liquor licensing when appropriate to city council, departments, and others.	Ongoing
CS-15	Increase patrol of stray/abandoned animals/better enforcement of pet laws.	Step 1: Meet with city staff to discuss & develop plan for animal control issues in Ivanhoe. Step 2: Promote animal control services & information. Provide numbers to contact animal control 24/7. Step 3: Promote healthy animals	Ongoing .
CS-16 Combi ned CS-17	Stronger enforcement against prostitution	Step 1: Set up taskforce to gather info on prostitution legislation. Step 2: Task force report on findings and recommendations for next steps. Step 3: Summarize findings & determine next step. Step 4: Document & promote results.	
CS-18	Partner with KC Metro to move bus stop locations at the 39 th & Prospect intersection.	Step 1: Determine how moving bus stops at 39 th & Prospect will impact pedestrian flows. Step 2: Satisfy legal requirements & notify residents. Examine results and determine if need for changes in recommendation. Step 3: Implement changes & take other actions. Step 4: Assess results of changes in bus stop locations and publicize results.	Completed

#	COMMUNITY CHANGE BULLET STATEMENTS	ACTION STEPS	COMPLETION BY WHOM AND BY WHEN
CS-19	Facilitate the communication among neighborhood association leaders on both sides of Prospect to dialog on mutual issues.	Step 1:Contact representative of area neighborhoods to discuss common crimes and safety issues. Step 2:Schedule meeting to discuss concerns & opportunities for joint participation. Step 3:Determine ongoing structure & format of collaborations Step 4:Follow-up & update crime committee.	Ongoing
CS-20	Partner with MO Probation and Parole to support area crime and safety issues.	Step 1: Meet with Representatives of Missouri Probation & Parole. Step 2: Identify areas of partnership and create Memorandum of Agreement. Step 3: Assess & report results to crime committee. Step 4: Determine next steps.	Project Connect Youth Justice

APPENDICES: Structure of the Ivanhoe Neighborhood Council (January 2005)



APPENDICES: Acknowledgements

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Sponsor of Plan

Ivanhoe Neighborhood Council Board of Directors (effective April 2005)

- | | | |
|------------------------------------|---------------------|-------------------|
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| o Arthur Johnson, Vice-President | o Jan Helder | o Dorothy Simmons |
| o Angela Wesson, Secretary | o Gregory Holmes | o Martha Tolbert |
| o Glenda Hall, Assistant Treasurer | o Bill Nulton | |
| o Florence Hayden, Parliamentarian | | |

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Participating Ivanhoe Residents

- | | | |
|-----------------------|----------------------|------------------------|
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| o Ella Anderson | o Gladin Harrison | o Barbara McDonald |
| o Tyvoner Anderson | o Michaela Harvey | o Susie McGee |
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| o Jennie Boldridge | o Tauche Jamez | o Katherine Pierson |
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| o Sherri Byers | o Lorraine Johnson | o Alice Rentie |
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| o Mercedes Chism | o Dean Kennedy | o Mary Rosebud |
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| o Donald Corington | o Mable Kerr | o Yarda Sanders |
| o Florine Dean | o Ruth Knight | o Dorothy Simmons |
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